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AUTHOR	Ruskjer, Nina L.
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ABSTRACT

This Staff College home study course of programmed instruction consists of five units and final examination. It requires 12-20 hours for completion. The outline emphasizes the main points being taught, and the introduction page contains important teaching points. In a unit, each page contains a bit of instruction known as a frame. There are responses at the close of each frame, from which the learner must select the best. A separate point is taught in almost every frame. This point will be learned by a study of the total situation contained in the frame, including the responses. This course attempts to show concepts, indicate positive attitudes and approaches, and provide certain basic information. Unit 1 discusses the legal authority for the civil defense coordinator's job. Unit 2 discusses the relationship of the local civil defense coordinator to local, state, and federal governments. Unit 3 discusses the categories of work in which the civil defense coordinator will be involved. Unit 4 discusses the knowledge needed for the job, and Unit 5 gives sources of support for the coordinator. (Author/CK)

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THE CIVIL DEFENSE DIRECTOR/COORDINATOR

An Orientation to the Position

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DEPARTMENT OF DEFENSE

A Program of Instruction
for Local Civil Defense
Coordinators

OFFICE OF CIVIL DEFENSE

AC 010 753

STAFF COLLEGE

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THE CIVIL DEFENSE DIRECTOR/COORDINATOR

An Orientation to the Position

A Program of Instruction for Local Civil Defense Coordinators

by

NINA L. RUSKJER
Education Specialist

STAFF COLLEGE OFFICE OF CIVIL DEFENSE • BATTLE CREEK, MICHIGAN

PREFACE

This home study course of programed instruction is intended for persons who have recently taken positions as local Civil Defense Directors/Coordinators. It is an orientation to the position.

In some jurisdictions the position goes by the title of "Director," while in others it goes by that of "Coordinator." This is the reason for the double title in the name of the course. However, in the instructional material, the title is always referred to as "Coordinator."

The Office of Civil Defense Staff College expresses deepest appreciation to all of the many Civil Defense Coordinators who have enthusiastically and freely given of their time, knowledge, and experience to support the project. There is not a situation in the text which was not supplied by one of them. Special appreciation is expressed for the days, literally, spent by Colonel William J. Allen, Jr., Director of City-County Civil Defense, Denver, Colorado, and Mrs. Marie Webb, Instructor, Minnesota Civil Defense University Extension Program and former Civil Defense Director, Salina, Kansas, in orienting the author to the civil defense situation in local jurisdictions. Thanks also go to the many State and Regional civil defense personnel who assisted so generously with advice and counsel which made the final product possible.

Special thanks go to Mr. James H. Beck, Behavior Engineer, Community Systems Foundation, Ann Arbor, Michigan, who served as technical consultant for programing, and to Dr. James M. Ridgway, Deputy Assistant Director (Training and Education), Office of Civil Defense, for his foresight in requesting that the course be produced; his insistence that it be written in a practical, situational approach; his untiring review on his own time of every draft; and his appreciative encouragement during the developmental process.

INTRODUCTION:

HOW TO STUDY THIS COURSE

This Staff College home study course of programed instruction consists of five units and final examination. You will need an estimated twelve to twenty hours to complete it.

Here is the way to proceed. First, from your City or County Clerk, get copies of your State civil defense law and local civil defense ordinance for use in Unit 1. Then begin study of Unit 1. If you have no local ordinance, do the best you can with Unit 1 anyway.

Be sure to read carefully the "Outline" and "Introduction" which come before each Unit. The outline emphasizes the main points being taught and the introduction page itself contains important teaching points which are sometimes related to test questions.

In a Unit, each page contains a bit of instruction known as a "frame." There are responses at the close of each frame from which you must pick the one which you consider to be the best. Thus, you complete the frame; so do one frame at a time, and don't look ahead to advanced frames until you have completed the frame you are on.

This type of programed instruction is designed so that the best answer in each frame is easily selected. Don't let that fact lead you into hasty studying, because the answers for the tests and the final examination are designed to be more difficult. If you do not learn well the main points taught in the frames of the text, you will not be able to make the judgments required to pick the best responses in test questions.

Read each frame carefully. Try to place yourself in the situation described and look for the principle involved. A separate point is taught in almost every frame. That point cannot be learned just from the response. Rather, it will be learned by a study of the total situation contained in the frame including the responses.

Mark the responses you select in the space provided. At the end of each unit is a list of preferred responses for the frames. Unless the text indicates otherwise, these "preferred" responses are considered to be the "best" responses, rather than the only "correct" ones. The course cannot teach absolute right and wrong, because the actual situation varies so from one community to another. For this reason, what the course tries to do, instead, is to show concepts, indicate positive attitudes and approaches, and give certain basic information to help you. However, the tests and examination do have right and wrong answers, for grading purposes. Therefore, you should answer test questions on the basis of information given in the text, not on the basis of your unique local situation.

Suggested places for taking short rest breaks are indicated at the beginning of Units 3, 4, and 5, as well as at the frames themselves.

The appendices contain items which are useful as on-the-job aids.

Your student number is on the cover of this textbook. Please include your name and your student number on all correspondence regarding the course. If you have any questions during your study, feel free to write to us. The address to use is: Box 2000, (Instructor, The CDD/C) CDUSA, Battle Creek, Michigan 49016.

When you have completed a unit, take the test at the end of the unit, following the directions included there. After you mail in your answer card for Unit 5, you will receive a final examination. A Certificate of Satisfactory Completion will be given to you when we have received your answer cards for all five units and the final examination, successfully completed. You should finish the course within three months after you enroll.

Good Luck!

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UNIT 1

STAFF COLLEGE OFFICE OF CIVIL DEFENSE • DEPARTMENT OF DEFENSE

LAWS:
What Are the Legal Authorities for My Civil Defense Coordinator's Job?

UNIT I. LAWS: WHAT ARE THE LEGAL AUTHORITIES FOR MY CIVIL DEFENSE COORDINATOR'S JOB?

A. Local civil defense ordinances.

   1. Provisions of local civil defense ordinances. (Frames 1-8)

   2. Worksheet on local civil defense ordinance. (Frames 9, 10)

   3. Inter-jurisdictional agreements: mutual aid pacts. (Frames 11-15)

B. State civil defense law.

   1. Provisions of State civil defense law. (Frames 16-20, 23)

   2. Worksheet on State civil defense law. (Frames 21, 22)

C. Federal civil defense law.

   1. Relationship between State civil defense law and Federal civil defense law. (Frame 24)

   2. Public Law 920, The Federal Civil Defense Act of 1950. (Frames 25, 26)

      a. Legal basis for national civil defense.

      b. Responsibility vested jointly in Federal, State, and local governments.

UNIT I. LAWS: WHAT ARE THE LEGAL AUTHORITIES FOR MY CIVIL DEFENSE COORDINATOR'S JOB?

The Civil Defense Coordinator's task is based on provisions in public law. Federal law provides for a civil defense program within the United States, and the Federal Government has encouraged the States to enact legislation establishing a civil defense function within their States. All States now have such legislation. As a result, many local governments have also passed ordinances which provide for civil defense activities.

Unit I of this program will:

1. teach you that laws and ordinances do directly affect your position as Civil Defense Coordinator; and
2. point out some components of those laws and ordinances which are critical to the performance of your duties.

I.A. LOCAL CIVIL DEFENSE ORDINANCE.

FRAME 1

Your wife is puzzled when you tell her you have accepted another job, that of Civil Defense Coordinator for your local jurisdiction. "Civil Defense! What in the world is that?" she asks. You explain that civil defense is not some strange new thing, that it is simply local government operating during an emergency, such as a war, a tornado, or a flood.

You got this definition of civil defense, or one like it, from a legal document of your local jurisdiction. You got it from: (Check the best response.)

_____1. your city charter.
_____2. your local civil defense ordinance.

Write in the space below the definition of civil defense which is in your local ordinance.

FRAME 2

You are new in your Civil Defense Coordinator's position. You sit at your desk one day, going through the stack of mail--official documents, directives, information letters, and more--which had accumulated before you came on the job. The City Engineer comes by to visit. He gives you friendly bits of information about the city government. Then he says, "I am really glad you are here. Now you can go over and straighten the Police Chief out. He has always been a problem to work with under any kind of emergency conditions. Be strong right at the first. Just walk in there and tell him where he is going to be during an emergency, and what he is going to do."

You are not certain that you have the authority to do what the City Engineer suggests. You say to yourself, "Suppose we did have a disaster tomorrow. Who would actually be in command? That is, who would have control of emergency operations and be responsible for things like directing the Police Chief? I don't know, and I need to know."

(Check the best action for you to take to find out what you need to know.)

_____1. Ask the City Engineer whether he thinks you have this authority.

_____2. Ask your secretary whether her former boss, the Civil Defense Coordinator before you, used this kind of authority.

_____3. Read the local civil defense ordinance which establishes who has final authority and control of operations in an actual emergency.

FRAME 3

In addition to establishing who has final authority and control during emergency operations in your jurisdiction, your local civil defense ordinance should provide the legal authority which makes your job possible. It should define your authority, and your duties and responsibilities as well. Knowing what you can and cannot do, legally, makes your job as Civil Defense Coordinator clearer to you, and easier. You will be decisive, rather than hesitant, saving valuable time and acquiring the confidence of others with whom you must relate.

(Two situations are described below. Check the one which is consistent with the above discussion.)

____1. When the City Engineer brought up the subject of the Police Chief, you asked him whether he thought you had the authority to do what he was suggesting. He said, "Authority? Who worries about that kind of legality? You can have whatever authority you take upon yourself early in the game."

____2. When the City Engineer talked to you about the Police Chief, you replied, "No, directing the Police Chief is not up to me. I know this from our local civil defense ordinance which specifically states my authority and the kinds of things I am supposed to do."

FRAME 4

The local civil defense ordinance should spell out, also, exactly who has the final authority for civil defense decisions in normal day-to-day operations in the local jurisdiction. This means that one person is legally designated as being responsible, during the normal, daily operation of government, for making those final planning decisions which will affect future emergency operations. Usually this will be the same person who has control of actual emergency operations when they occur. Also, that person will usually be the highest official of the jurisdiction. Making the final decision to update a local civil defense ordinance is an example of the kind of authority we are talking about.

In line with the above discussion, consider the following situation. Your jurisdiction is making plans for emergency operations. The time has come to pick a location for an Emergency Operating Center. You decide: (Check the best response.)

____1. "I am going to put it in the basement of the City Hall where it will be the most accessible."

____2. "I am going to put it in the sub-basement of the Mosier plant on the edge of the city where it will be safer."

____3. "I am going to refer this decision, with recommendations, to the mayor, since our civil defense ordinance says he has final authority for making such decisions."

FRAME 5

Most local civil defense ordinances provide for lines of succession of elected officials. These lines of succession designate who will fill a position if the person with primary responsibility for that position is unavailable. Lines of succession usually designate up to at least three people. Such provisions in local ordinances assure continuity of leadership in the community in time of disaster. The local civil defense ordinance should specify that all departments of the local government shall designate lines of succession, also.

(In EACH situation below check the item (a or b) which would require the use of a line of succession.)

1. Your jurisdiction has scheduled a practice exercise for Friday morning to test the local emergency operations plan.

    ____a. The mayor is admitted to the hospital Thursday night and cannot attend the exercise.

    ____b. The mayor takes part in the exercise.

2. An epidemic of disaster proportions is spreading within your jurisdiction.

    ____a. The Chief of the Health and Welfare Department is on the job, working to halt the epidemic.

    ____b. The Chief of the Health and Welfare Department resigns suddenly.

FRAME 6

An emergency operations plan for the local jurisdiction is vital. It describes in detail who will do what during a disaster. That is, it specifies which organization will be responsible for such things as emergency transportation, rescue, housing, first aid, clothing and feeding. Now, most local civil defense ordinances provide for the preparation of such a plan. But suppose you check your ordinance and discover that it does not require your local government to prepare a plan for how it will operate during an emergency. What should you do? (Check the best response.)

_____1. Sit down and devise a plan on your own initiative.

_____2. Do nothing because you are not required to do anything.

_____3. Consult with the proper officials about the need for a plan, and recommend that your civil defense ordinance be amended to require one.

_____4. Work without a plan, trying to make the best arrangements possible as you go along.

FRAME 7

(Which item below from your local civil defense ordinance would best resolve the problem in EACH of the situations given? Write the number of your answer on the line provided.)

Ordinance Items

1. Provision of lines of succession.
2. Description of duties and responsibilities of Civil Defense Coordinator.
3. Effective date of ordinance.
4. Definition of civil defense.

The Situations	Number of Item
A. You report on your new Civil Defense Coordinator job. You know little about the kinds of things your job involves. What item listed above which is in your civil defense ordinance would help you begin to understand what you are expected to do?	____
B. You attend a Kiwanis Service Club luncheon meeting. The businessmen at your table begin discussing civil defense. They criticize the idea that some "amateur" organization should expect to come in during an emergency and run the city when the local government professionals manage it at all other times. You realize that the men do not understand what civil defense really is. You know that civil defense is simply government operating in emergency. What item in their civil defense ordinance could have made this point clear to the businessmen?	____
C. The river running through your jurisdiction is rising rapidly. A severe flood threatens loss of life and property. According to your ordinance, the mayor, as the highest elected official of local government, is responsible for deciding when to begin emergency action. He is attending a national convention of mayors in Hawaii. Which item above in your civil defense ordinance would state who should act for the mayor in such a situation?	____

FRAME 8

(Again, which item below from your local civil defense ordinance would best resolve the problem in each of the situations given? Write the number of your answer on the line provided.)

Ordinance Items

1. Designation of who has final authority for civil defense decisions in normal day-to-day operations.
2. Provision of penalty for violation of ordinance.
3. Designation of who has command in or control of emergency operations.
4. Provision for preparation of an emergency operations plan.

The Situations	Number of Item
A. The threat of a flood in your jurisdiction has become a reality. You decide to prepare to evacuate the city, so you direct the Police Department to blockade the roads on the edges of town to prevent any additional traffic from coming in. The Police Chief refuses to do what you order, saying that you are not in charge of emergency operations. Which item in your civil defense ordinance would determine whether the Police Chief is right?	
B. During the flood, sickness breaks out in the community. In some locations large numbers of people are without food. The Health and Welfare Department is overworked with caring for the sick alone. They say it is not up to them to also provide mass feeding stations for well people. What item in your civil defense ordinance would have provided a plan for mass feeding operations during an emergency?	
C. You, as Civil Defense Coordinator, decide that your community should change from an outdated bell (church, fire, school bells, etc.) disaster warning system to the Fire Department's siren system. The Fire Chief does not agree and argues that you do not have the final authority to make such a decision. Having which item in your civil defense ordinance could clear up this problem?	

FRAME 9

(Below is a list of provisions found in many local civil defense ordinances. First, select the ones which you consider to be critical to your function. Second, select the ones which are included in your local ordinance. Third, fill in the number and section of your local civil defense ordinance where these provisions are found.)

	Ordinance Item	Critical to your job?	Included in your Ordinance?	Ordinance No. and Section
1.	Final authority for civil defense decisions in normal day-to-day operations	Yes No	Yes No	________
2.	Control of emergency operations	Yes No	Yes No	________
3.	Authority of Civil Defense Coordinator	Yes No	Yes No	________
4.	Duties and responsibilities of Civil Defense Coordinator	Yes No	Yes No	________
5.	Title of the ordinance	Yes No	Yes No	________
6.	Lines of succession	Yes No	Yes No	________
7.	Effective date of ordinance	Yes No	Yes No	________
8.	Provision of an emergency operations plan	Yes No	Yes No	________
9.	Definition of civil defense	Yes No	Yes No	________
10.	Penalty for violation of ordinance	Yes No	Yes No	________

NOTE: You may wish to remove this sheet from the book and use it as an on-the-job guide for future reference.

FRAME 10

As you read the Introduction to this Civil Defense Director/Coordinator course, you learned that you would need a copy of your local civil defense ordinance for use in the course. Now, suppose you went to the City(County) Clerk to get the copy and found that your jurisdiction had no civil defense ordinance. You should: (Check the best response.)

_____1. do nothing.

_____2. do what you can to get an adequate ordinance passed.

_____3. hope that someone else will assume the responsibility for getting an ordinance passed.

1.A.3. Mutual Aid Pacts.

FRAME 11

Now let's look at another kind of local legal authority which may affect your work.

Suppose the flood which we talked about earlier gets so bad that your jurisdiction does not have enough vehicles, manpower, food, and other resources to handle the situation. You know the major portion of the county is not affected by the flood. You want your mayor to call upon the county, or adjacent cities, for help. One of two situations can result:

A. Your mayor requests help from another jurisdiction. There has been no formal agreement between your governments to help each other in emergencies. Because of this, officials of the other jurisdiction discuss the request at length but finally decide they are not legally able to help.

B. Your mayor requests help from another jurisdiction. There has been a previous legal arrangement between the heads of your two governments to assist each other in emergencies. Help comes immediately.

The second situation involves a mutual aid pact. The second situation is most desirable because: (Check three answers.)

_____1. help is assured.

_____2. Federal authorities are involved.

_____3. time is saved.

_____4. there is a legal basis for the help given.

_____5. nobody has to pay for the help.

_____6. taxes are reduced.

FRAME 12

The mutual aid pact is a legal agreement between jurisdictions to help each other in emergencies. The agreement is signed by the heads of the governments involved. The help comes through official channels. (Check the situation below which is consistent with this information on the way a mutual aid pact functions.)

____1. There is a severe ice storm. An adjacent city loses its electrical power. An electrical engineer from your local Public Works Department volunteers his services, on his own time, to the other city to help in the emergency.

____2. A severe snow storm leaves your jurisdiction virtually paralyzed. Another city close by received a much smaller snowfall. In response to an official request from your mayor, the neighboring city quickly sends snow removal equipment to assist you.

FRAME 13

The rules and standards of mutual aid pacts typically cover such things as free access across boundaries, the provision of resources and services, and the extent to which the resources and services will be provided. Usually, the rules and standards of mutual aid pacts also define who will declare that a state of emergency exists, who will be in charge of the forces and resources received, and who will provide compensation and death benefits for those injured or killed while rendering aid.

Would a mutual aid pact make provision for handling problems like those in the situations below? (Refer to the information given above as you check your answers.)

		Yes	No
1.	One community has a surplus of shelters. An adjacent community has too few. The community with the surplus shelters officially agrees to share this resource. Would this item be covered in a mutual aid pact?	___	___
2.	A fireman from your jurisdiction is critically injured fighting a major fire burning out of control in an adjacent city. He was sent to the fire officially by his Fire Chief. Who is responsible for his compensation? Would you find the answer, typically, in a mutual aid pact?	___	___
3.	Looting breaks out in your jurisdiction following a tornado. The neighboring city sends police reinforcements to aid you. Would you expect the items in a mutual aid pact to cover who will direct the police while they are in your jurisdiction?	___	___

FRAME 14

Does your local jurisdiction have any mutual aid pacts with other jurisdictions, or any joint county-city agreements or ordinances? Your City(County) Clerk can tell you, or direct you to the person who can tell you. You should: (Check the best response.)

_____1. do nothing until a disaster strikes.

_____2. act now, if you do not know: Ask the City (County) Clerk.

You need to know what mutual aid pacts exist in your jurisdiction and what they include because: (Check the best response.)

_____1. you have to be able to discuss mutual aid pacts impressively.

_____2. you use the information in planning for emergency operations in your jurisdiction.

If you find there are no mutual aid pacts in your jurisdiction, which action below should you take first? (Check the best response.)

_____1. Recommend to your Chief Executive that mutual aid pacts be adopted.

_____2. Analyze your local situation and decide whether or not your jurisdiction should have mutual aid pacts with neighboring jurisdictions.

_____3. Decide on the provisions which the mutual aid pacts will include.

FRAME 15

Which list below is the best summary on mutual aid pacts? (Check Item 1 or Item 2.)

_____1. a. Signed, legal agreement.
b. Between heads of governments.
c. Assistance in emergencies.
d. Rules and standards under which the assistance is given.

_____2. a. Informal agreement to assist.
b. Made between departments of government.
c. Assist with food supplies.
d. Assistance at any time.

I.B. STATE CIVIL DEFENSE LAW.

FRAME 16

The local jurisdiction is a political subdivision of the State. Your local civil defense ordinance and activities, then, derive their authority from your State civil defense law and directives. This means that the State civil defense law and directives give the local jurisdiction the right to enact whatever local civil defense ordinances it needs to cover its operational program, so long as those ordinances stay within the limits of the authority granted by the State.

You read the above information and conclude: "The points being made here are that the State civil defense law gives the authority for local governments to pass their own civil defense ordinances, and also that local civil defense ordinances: (Check the best response.)

_____1. are not too necessary, so I can forget about them and get on to other business."

_____2. have little relation to State civil defense law."

_____3. should not be contrary to the requirements of State civil defense law."

FRAME 17

Some State civil defense laws are permissive where the political subdivisions are concerned. Others are directive. An example of a permissive State law would be one which says that every county "may have," or "should have," or "is authorized to have," a civil defense organization.* In contrast, a directive State law would say that every county "must have," or "shall have," or "is required to have," such an organization.

(Below are excerpts from State civil defense laws. Check the one which is directive.)

_____1. "It is hereby found and declared to be necessary to create a State Civil Defense Agency, and to require the creation of county and local organizations for civil defense in the political subdivisions of the State."

_____2. "Each county of this State is hereby authorized to establish and maintain a County Civil Defense Advisory Council and a county civil defense organization in accordance with the State civil defense plan and program."

*NOTE: Nearly all State civil defense laws and many local ordinances are written in terms which describe civil defense as an organization. Today the more popular view is that civil defense is an activity, an activity of government. Nevertheless, you need to be familiar with the laws which affect your job regardless of how they may be worded.

FRAME 18

State law represents higher authority than local ordinances represent. Therefore, local civil defense ordinances must conform to State civil defense laws which are restrictive or directive. As an example, let's use one provision found in some State laws. That is, some State civil defense laws reserve to the Governor the right to seize any private property which is needed for emergencies and do not allow any local jurisdiction this authority. Now, using your local civil defense ordinance and your State civil defense law, answer the following questions. (Circle your response.)

1. Does your local civil defense ordinance have a provision for the seizure of private property in an emergency? Yes No
2. If your local civil defense ordinance has such a provision, is that provision legal according to your State civil defense law? Yes No

FRAME 19

Consider the following situation. Suppose that you did check your local civil defense ordinance and found that there was a provision in it for the seizure of private property. Let us suppose, further, that you found this was not legal according to your State civil defense law. You should: (Check the best response.)

_____1. not worry about it, because the chances are that your local jurisdiction will not be seizing any private property in emergencies.

_____2. recommend to your Chief Executive that the ordinance be changed to be consistent with the State law.

_____3. write to the State Attorney General and point out that the State civil defense law should be changed to permit emergency seizure of private property by the local jurisdiction.

FRAME 20

We have said then that, as Civil Defense Coordinator, it is your job to make sure that the legal machinery under which you operate is adequate. We have also said that in order to do this you should: (Check the best response.)

_____1. expect that your Chief Executive will accept responsibility for interpreting for you the legality of your local civil defense ordinance.

_____2. work to improve your local civil defense ordinance without concern as to whether or not it conflicts with State law.

_____3. compare your local civil defense ordinance to your State civil defense law in order to be sure your local ordinance is legal, and to make recommendations for changes, if necessary.

NOTE: CONSULT YOUR CITY (OR COUNTY) ATTORNEY. HE WILL HELP YOU WITH THE LEGAL ASPECTS OF YOUR JOB. TAKE THE INITIATIVE. GO TO HIM, BUT BE AS KNOWLEDGEABLE AS POSSIBLE WHEN YOU GO.

FRAME 21

(Using your State civil defense law, complete the following worksheet to be used as an on-the-job reference guide.)

WORKSHEET ON STATE CIVIL DEFENSE LAW

1. My State civil defense law is ______________________________
(Title of Act)
2. My State civil defense law establishes a State civil defense agency with a director. (Circle one.) Yes No
3. My State civil defense law describes the duties and responsibilities of the State Civil Defense Director. (Circle one.) Yes No
4. According to my State civil defense law:
    a. The ______________________________ has the final responsibility and authority for civil defense in my State under normal day-to-day operations.
    (Title of position)
    b. The ______________________ has the final responsibility and authority for civil defense during an emergency in my State.
    (Title of position)
    c. The requirements which my local government must meet in fulfilling its civil defense responsibilities are:

    ____

    ____

    ____

    d. The prescribed city-county relationships are:

    ____

    ____

    ____

FRAME 22

Suppose you found, as you worked on Frame 21, that you could not read the State civil defense law and be sure of the correct answers for some of the items included there. As a Civil Defense Coordinator, you should: (Check the best response.)

_____1. skip the whole worksheet as an impossible paper and pencil exercise which has no meaning to you in your job.

_____2. hire an attorney to read the State civil defense law and tell you what the answers are.

_____3. consult with your State Civil Defense Office and/or your City (County) Attorney for help in determining what the State civil defense law does require of your jurisdiction.

FRAME 23

You have learned that your local civil defense ordinance derives its authority from your State civil defense law. Thinking this over, you say to yourself, "Why does our jurisdiction need a local ordinance if we have an adequate State civil defense law?" You come to the conclusion that your jurisdiction: (Check the best response.)

____1. needs a local civil defense ordinance to insure the legality of its own local emergency operations program.

____2. needs a local civil defense ordinance only if you have no State civil defense law.

____3. does not need a local civil defense ordinance, since it can rely entirely on your State civil defense law.

I.C. FEDERAL CIVIL DEFENSE LAW.

FRAME 24

You have studied about local civil defense ordinances and some of the provisions they should contain. You now know that these local ordinances are based upon the authority of State civil defense law. But there is also Federal law which affects your job as a Civil Defense Coordinator. The Federal Civil Defense Act of 1950, Public Law 920, 81st Congress, as amended, is the specific legal basis for national civil defense in the United States. By following the provisions of Public Law 920, States can qualify for the Federal assistance which is made available to them and their political subdivisions by that Law. In this sense, then, State civil defense laws must be consistent with Federal civil defense law. All States now have such laws.

The above information has told you that: (Check the best response.)

_____1. there is a Federal civil defense law, Public Law 920, and one reason this law is important to you is because it makes Federal assistance available to those States and their political subdivisions which qualify for that assistance.

_____2. your State may act independently of the Federal Government in the matter of civil defense without any adverse consequences.

_____3. it really is not important to you whether there is a Federal civil defense law, because it has no bearing upon your job as a Civil Defense Coordinator.

FRAME 25

Your State civil defense law establishes what your State government will do in civil defense. Your State civil defense law also states what the civil defense responsibilities are of its local political subdivisions. In the same way, Public Law 920, the Federal Civil Defense Act of 1950, as amended, establishes who has responsibility for civil defense within the Nation as a whole. This Act of Congress (Public Law 920) says that responsiblity for national civil defense is "vested jointly in the Federal Government and the several States and their political subdivisions."

(Check the most desirable situation below:)

_____1. You read the information above and decide, "Well, the main responsibility is not with us here in my local jurisdiction. Mainly, civil defense is the responsibility of the State and Federal Governments."

_____2. You read the information above and decide, "All units of government have a responsibility. A coordinated effort, among all governmental units concerned, is essential to effective civil defense."

FRAME 26

Place yourself in the following situation.

You have just addressed the local Parent-Teachers Association. One member, during the question and answer period, asks why you think it is "right" to spend local taxes on civil defense, since civil defense comes under a Federal law. You point out that: (Check the best response.)

_____1. a civil defense program is desirable because it will save lives in a disaster, and that makes it legal and "right" to spend local funds.

_____2. your local civil defense program is based upon local and State law, as well as Federal law, with joint local, State, and Federal responsibility.

FRAME 27

Check the statements below which are true according to what you have just studied on State and Federal civil defense laws.

_____1. In its civil defense law, a State may indicate what a local jurisdiction is permitted to do in civil defense or it may indicate what the local jurisdiction is required to do.

_____2. The civil defense ordinances of local jurisdictions must conform to State civil defense law requirements.

_____3. The local Civil Defense Coordinator has a responsibility to work for legal and adequate local civil defense ordinances.

_____4. The local Civil Defense Coordinator cannot know whether his local civil defense ordinance is legal and adequate unless he is familiar with what his State civil defense law requires.

_____5. State civil defense laws are based upon the provisions and authority of Federal civil defense law.

_____6. According to law, civil defense in the United States is a responsibility shared jointly by local, State, and Federal governments.

END OF UNIT 1

UNIT I--BEST RESPONSES

FRAME/RESPONSE

1. 2
2. 3
3. 2
4. 3
5. 1-a
   2-b
6. 3
7. A-2
   B-4
   C-1
8. A-3
   B-4
   C-1
9. All but 5, 7 and 10 are critical to your function. All should be included in your ordinance.
10. 2
11. 1
    3
    4
12. 2
13. 1-yes
    2-yes
    3-yes

FRAME/RESPONSE

14. 2
    2
    2
15. 1
16. 3
17. 1
18.
19. 2
20. 3
21.
22. 3
23. 1
24. 1
25. 2
26. 2
27. 1
    2
    3
    4
    5
    6

THE CIVIL DEFENSE DIRECTOR/COORDINATOR: AN ORIENTATION TO THE POSITION

UNIT I TEST

TEST TYPE: Multiple Choice

NUMBER OF QUESTIONS: 10

VALUE OF EACH QUESTION: 10 points

DIRECTIONS:

1. Locate your student number on the cover of this textbook.

2. Select an answer card from those included in your instructional materials and enter your name, address, zip code, STUDENT NUMBER and UNIT NUMBER in the spaces provided on the card.

3. Each test question is followed by four possible responses. The questions are designed so that more than one of the four possible responses may appear to be correct. However, in each question there is one response which is better than the other three. Select the one (only ONE) which best answers the question. Make your selection on the basis of information given in Unit I, not on the basis of your local situation.

4. Mark the answer you have selected on the answer card, using a soft lead pencil. Make a heavy mark completely covering the space between the lines of the answer you select. For example, if your answer for the first question were "a," you would mark the answer card as follows:

	a	b	c	d
1.	■	═	═	═

5. Mail the completed answer card; it is self-addressed and postage paid.

1. You ask your City(County) Clerk for a copy of your local civil defense ordinance and find there is no ordinance. The best action given below would be to:

   a. rely on State civil defense law to provide all the necessary legal basis for your local civil defense program.

   b. determine from your Chief Executive whether or not the lack of a civil defense ordinance presents a problem in your community.

   c. use your position and influence to change the situation.

   d. pattern your civil defense program as nearly as possible after that of a neighboring jurisdiction which does have a good civil defense ordinance.

2. Having the duties, responsibilities, and authority of the Civil Defense Coordinator defined in the local civil defense ordinance is desirable because it:

   a. simplifies procedures in emergency planning and operations in the local jurisdiction.

   b. allows the Coordinator to assume more authority over the local government departments.

   c. clarifies the close relationship between the Civil Defense Coordinator position and the State Civil Defense Office.

   d. eliminates the need for much of the coordination usually required between departments of local government.

3. If your local civil defense ordinance does not provide for development of an emergency operations plan by your local jurisdiction, your best action would be to:

   a. continue with other critical tasks in your job, since your jurisdiction has managed thus far without such a provision in its civil defense ordinance.

   b. work with the department heads on the preparation of such plans, while you work to get the ordinance revised.

   c. encourage the department heads to develop such plans anyway, thus eliminating the need to have the provision in the ordinance.

   d. do nothing until you first have the legal machinery to support your emergency operations program.

4. A hurricane is an immediate threat to your locality. Which of the lists below contains the provisions from your local civil defense ordinance which would help most with the crucial decisions your jurisdiction might be making shortly?

   a. Definition of civil defense, who has final authority for civil defense decisions in normal day-to-day operations, penalty for violation of the ordinance.

   b. Who has final authority for civil defense decisions in normal day-to-day operations, who has control of emergency operations, effective date of ordinance.

   c. Lines of succession, definition of civil defense, provision of an emergency operations plan.

   d. Provision of an emergency operations plan, lines of succession, who has control of emergency operations.

5. Your local jurisdiction wishes to make sure that an adjacent jurisdiction will pool its resources with yours if a flood occurs. The best way to assure this is through providing for it in:

   a. the civil defense ordinances of the jurisdictions.

   b. an emergency operations plan.

   c. a mutual aid pact.

   d. an informal working agreement.

6. Two reasons why it is important for a Civil Defense Coordinator to be familiar with his State civil defense law are that he will then know what the State will do for his local jurisdiction in an emergency and what emergency powers are granted to the local jurisdiction by the State. Another most important point is that he must know what his State civil defense law contains in order to be sure:

   a. that the State law conforms with the Federal Civil Defense Act of 1950, as amended.

   b. that his local civil defense ordinance conforms with State law.

   c. to whom he reports in the State Civil Defense Office.

   d. how he is required to organize his local emergency operations.

7. The specific legal basis for national civil defense in the United States is:

   a. an Act of Congress.

   b. the Federal Constitution.

   c. a Presidential Executive Order.

   d. a Department of Defense Directive.

8. You make a plea for a local civil defense ordinance before the group of government officials who have the power to pass it. They resist the idea that such legislation is needed, saying the Federal Government is responsible for civil defense. You explain that:

   a. you realize they are right, but the local government still should assume some responsibility.

   b. you think they are mistaken, because your State government has shown it has responsibility by passing a State civil defense law, so the local subdivisions should do likewise.

   c. they are right in that the Federal Constitution says nothing about civil defense, but with changing times, the State and local subdivisions must assume responsibility.

   d. they are mistaken because, according to Federal law, all units of government have some responsibility.

9. Which of the situations below best describes your Civil Defense Coordinator position as it relates to your local jurisdiction?

   a. You have no responsibility for assuring that the emergency planning and operations of your local government rest upon an adequate legal base.

   b. You have authority to demand local legislation which conforms to Federal law.

   c. You use a legal base for assisting local government departments to draw up and use a plan for coordinated operations in emergency.

   d. All of the responses above (a, b and c).

10. As a Civil Defense Coordinator, you should work to assure that your local civil defense ordinance:

   a. is in agreement with the civil defense ordinances of adjacent jurisdictions.

   b. provides for the authority, duties, and responsibilities of the department heads.

   c. outlines the civil defense organization in detail.

   d. provides for continuity of government through lines of succession.

UNIT 2

STAFF COLLEGE OFFICE OF CIVIL DEFENSE • DEPARTMENT OF DEFENSE

RELATIONSHIPS: How Do I Relate to Local, State and Federal Governments?

UNIT II. RELATIONSHIPS: HOW DO I RELATE TO LOCAL, STATE, AND FEDERAL GOVERNMENTS?

A. Relationships with local government. (Frames 1-11)

1. Intragovernmental relationships.

a. Staff man within local government structure.

(1) Advise chief executive and department heads on emergency preparedness and operations matters.

(2) Coordinate with the departments the planning for and development of the local jurisdiction's emergency operations plan.

(3) Coordinate the integration of the emergency plans and resources of organizations and individuals in the community into the local jurisdiction's emergency operations plan.

2. Intergovernmental relationships.

a. Staff man within local government structure.

(1) Advise chief executive on emergency planning and operations involving city/county relationships, as well as relationships with other local jurisdictions in the surrounding area.

(2) Coordinate with the county (or cities of the county) and adjacent jurisdictions the integration of all of of the local emergency operations plans of the area into one area emergency operations plan.

B. Relationships with State government. (Frames 12-18)

1. Staff man within local government structure.

a. Know and interpret for local jurisdiction the relationships between the State Civil Defense Office and the local jurisdiction which are prescribed by the State civil defense law.

b. Know and secure the State civil defense guidance which is available to the local jurisdiction.

c. Know and interpret for the local jurisdiction the policies, regulations, and procedures set up by the State Civil Defense Office.

C. Relationships with Federal government. (Frames 19, 20)

1. Staff man within local government structure.

    a. Indirect relationship: local Coordinator to State Civil Defense Office to OCD Regional Office.

    b. Direct relationship: written materials.

UNIT II. RELATIONSHIPS: HOW DO I RELATE TO LOCAL, STATE, AND FEDERAL GOVERNMENTS?

In the last few years the local governments of the United States have become more disaster conscious than ever. As Civil Defense Coordinator, you have a very special and important role in building your local jurisdiction's capability for coping with disasters. You help the various departments of your local government to develop a well-organized and staffed operation, geared to any kind of emergency situation.

The leaders of local government, the department chiefs, and the people in your community, should look to you as the:

PROFESSIONAL	who gives leadership in the development of an emergency operations plan; the
COORDINATOR	who ties together the emergency responsibilities of local government departments, non-government agencies, industry, and volunteers; the
STAFF MAN	who advises the government leaders in their decision-making, in emergency preparedness and in emergencies; the
LIAISON MAN	who represents them to State and Federal civil defense agencies in matters of coordination, obtaining matching funds and other support, and in establishing mutual aid relationships with surrounding communities; and the
KNOWLEDGEABLE SPOKESMAN	who can interpret civil defense as emergency operations.

The top government official in your jurisdiction will continue to be responsible for the civil defense, or emergency operations, program. You, however, have to be the prime mover behind that program.

Unit II of this course will:

1. show you how you function as a staff man within the structure of your own local government, and

2. point out how you relate to other governmental structures (local, State, and Federal) as you function.

II.A. RELATIONSHIPS WITH LOCAL GOVERNMENT.

FRAME 1

If your situation is like that of most Civil Defense Coordinators across the United States, you are in the position of a staff man in the local government structure. Being a "staff man" means that you serve as advisor and assistant to the Chief Executive of your jurisdiction on matters relating to emergency planning and operations. To illustrate, let's say that your jurisdiction has no warning system. You realize that a warning system is essential to an emergency operations program. You gather and analyze all the facts related to the problem of getting an adequate system installed. You present these facts to the Chief Executive with your recommendations on the action he should take. In this you have served as a staff man.

Suppose, then, that your jurisdiction had no emergency operating center. As the Chief Executive's emergency operations staff man, you should: (Check the best response.)

_____1. ask the Chief Executive whether he thinks an emergency operating center is necessary.

_____2. do nothing.

_____3. find out what will be involved in establishing an emergency operating center, inform the Chief Executive, and make recommendations.

FRAME 2

As a staff man, you are NOT in the line of command between the Chief Executive and the department heads within the local government. That is, you have no authority over those department heads except as such authority is specifically granted to you by the Chief Executive to represent and act for him. For example, you do not "direct" the Fire Chief to do anything. You do not "tell" him to be at a meeting. You do not "tell" him to recruit auxiliary firemen, or to train his emergency operations staff. Rather, acting for the Chief Executive, you work with the Fire Chief, assisting him in his emergency operations planning.

Consider the following situation. You are a new Civil Defense Coordinator. You are anxious to begin work on an emergency operations plan for your jurisdiction. Thinking through what action you should take, you finally decide that a meeting of department heads should be held to discuss the development of the plan. You then: (Check the best response.)

_____1. set the time and place for the meeting and notify the department heads that they are to attend. You advise the Chief Executive of the action you have taken. You plan to chair the meeting.

_____2. advise the Chief Executive that such a meeting should be held, giving him the reasons why you think so. You recommend that he call the meeting and plan to chair it. You suggest possible dates which you have determined are convenient for those who will be involved.

FRAME 3

Here is another illustration of your position as staff man in the local government structure. The first week after you were appointed Civil Defense Coordinator, your Chief Executive issued a directive to all department heads. It said in part:

> All departments and agencies of the government of this jurisdiction share the responsibility of serving and protecting our people during normal times and during times of emergency. I consider that our civil defense plans for the security of our people during emergency periods, which may be brought about by natural disaster of war, are of utmost importance. The Civil Defense Coordinator is responsible to me for coordinating the development of an emergency operations plan for this jurisdiction. Accordingly, the head of each department or agency is requested to give the Civil Defense Coordinator the fullest cooperation and assistance as he acts for me in this capacity.

This directive made clear what your responsibilities and authority were and how you were to relate to the departments of your local government. As a result, you were able to:

1. call department heads, or their representatives, to meetings;
2. expedite planning for emergency operations.

(Check the rule below governing your position as staff man in the local government structure which this situation best illustrates.)

_____1. As staff man, you have no authority over the department heads of the local government.

_____2. As staff man, you have authority within the local government structure if it is specifically granted to you by the Chief Executive.

FRAME 4

A neighboring community wants to dispose of a surplus fire engine. You call your Fire Chief to inquire whether, in terms of his emergency operations plan, he has need of this engine. The Fire Chief says he could use it. He asks you to help him with a recommendation to the Chief Executive that the engine be purchased. You assist him, because as staff advisor and assistant to the Chief Executive, you also serve as advisor and assistant to the department heads on emergency preparedness matters. They are the experts. You do not tell them how to do their jobs; you only assist them in getting the jobs done.

(Check the situation below which is most consistent with the information above.)

_____1. The Police Department does not have an emergency operations plan. You go to the Police Chief to find out how they will operate in an emergency. You tactfully ask questions which point up the need for a plan. He thinks through each situation you bring up and tells you what should be done in each case. The two of you are still working at 11:00 p.m., producing a first rough draft of his plan.

_____2. You call your wife to say that you will be home late for dinner because the Police Chief does not have any emergency operations plan for his department, so you are going to write one on your own. Since the plan is due in your Chief Executive's office by 11:00 a.m. the next day, you will have to work late in order to get it done on time.

FRAME 5

Let's look at another example of how you function in your position. Suppose that, in thinking of emergency operations, you see the importance of the movement of emergency vehicles (police cars, ambulances, fire trucks). You realize the serious consequences which could result if these vehicles attempted to use a street which was blocked by damage, or by repair crews. You find that at no place within your local jurisdiction is information on the closure of streets coordinated. You advise the Chief Executive of the need for such coordination and of your plan to provide it. You discuss the problem with the fire, police, and other department heads. They agree on wanting you to provide the service. They tell you what they have to know about street closures and when. You pool the information, come up with a system for meeting the need, and issue instructions on procedures to be followed. In this you have functioned as a staff man to the Chief Executive, by coordinating with the various departments, advising the Chief Executive, and developing and recommending a plan of action.

(Check the situation below which best illustrates that part of your function described above.)

_____1. In normal times, the Police Department regularly calls upon the Department of Public Works to put up traffic barricades when they are needed. You feel the procedure used does not meet the requirements of a disaster. You issue a memo directing that the procedure be modified.

_____2. You talk with the Police and Fire Chiefs about their emergency operations plans. They agree that the procedures under which they cooperate with each other during normal times should be extended to cover disaster situations. With the consent of both men, you arrange a mutually satisfactory time for a meeting of the three of you to work out an adequate procedure for operations in a disaster.

_____3. You talk with the Chief of the Medical Department about his emergency operations plan, including his need for ambulances in a disaster. He complains that the police respond to his calls for ambulances only if and when they want to. You remind him that he is the expert. He should go ahead and write the procedure into his emergency operations plan as he sees it should work, and the Police Department has no alternative but to comply. The plan is written accordingly.

FRAME 6

In your job as staff man for the Chief Executive, you also advise and coordinate the local jurisdiction's emergency preparedness activities with community organizations, such as the Service Clubs, PTA's, and church groups. Your role in this does not differ from your role in working with the Chief Executive and the department heads.

Here is an example of what we mean. Suppose the President of the local Restaurant Association came to you and offered to take care of mass feeding in disaster. You know that your jurisdiction's emergency operations plan states that the Welfare Department, with the aid of the Red Cross, will handle emergency mass feeding. Yet you want to integrate the resources of all local organizations into the emergency plan. So, acting in the capacity of advisor and coordinator, you thank the President of the Restaurant Association and: (Check the best response.)

_____1. explain that the Welfare Department has over-all charge of emergency mass feeding. You then determine from him what kinds of equipment, manpower, supplies, and other resources, the Association would have available, and how they see themselves as fitting into the picture. You next discuss with the Welfare Chief how these resources might best be incorporated into his emergency operations plan. Finally, you assist the Welfare Chief in drafting a mutual assistance agreement for the Chief Executive and the President of the Restaurant Association to sign.

_____2. suggest that he get in touch with the Chief of the Welfare Department who has charge of mass feeding in emergencies. You then explain regretfully that you have a meeting you must attend for which you are already late.

_____3. explain that mass feeding has already been arranged for. You add that you are sure you will be able to find something which the Restaurant Association can do even though it may be in an area other than mass feeding. You tell the President that you will be in touch with him, and then you forget to call him.

FRAME 7

During a visit with a former City Clerk of your jurisdiction, you begin to realize what an influential position in the community this man has retained even though he is retired. For one thing, he is a good friend of the President of the local Retail Merchants' Association, and you are having a hard time persuading that group to cooperate in the community shelter program. So you explain the shelter program to the former City Clerk and solicit his help in convincing the Association of the importance of fallout shelter for all citizens. He contacts the Association President. As a result, you are invited to the next Association meeting to brief the membership and outline how they can be of help.

Looking back over this experience, you realize that it illustrates one specific way you should function in your job. It best illustrates that: (Check the best response.)

_____1. you sometimes need to identify influential members of the community and informally secure their assistance in planning for emergency operations, especially in working with community organizations.

_____2. you serve as staff advisor to the Chief Executive of your jurisdiction in working with local government organizations.

_____3. an important part of your job as staff man for the Chief Executive of your jurisdiction is to coordinate activities between different groups which exist in your community.

II.A.2. Relationships With Other Local Governments.

FRAME 8

Shortly after you take the job of Civil Defense Coordinator, you get a letter from a friend who is in a similar position in a city of another State. He tells about the strong township governments where he lives and the relationships which cities are required by State law to maintain with these townships. You remember having talked with a Coordinator in a city of yet another State who mentioned the relationship between his city and county which was required by his State law. His city had no Health or Welfare Departments of its own, and the county operated such departments within his city. You become concerned and say to yourself: (Check the best response.)

_____1. "Do I know all I should about my local situation and how the requirements of existing law may affect my relationships with other local jurisdictions. I had better make sure."

_____2. "How can I possibly be expected to know legal aspects like this? I am no lawyer; I am only a staff man and not responsible for legalities."

_____3. "Do the situations of these men have anything in common with me? No, not really. If we had any legal relationships with other jurisdictions of which I should be aware, someone in our government would have told me."

Knowing what relationships are established by law between the local jurisdictions within your State will help you to work within their constraints and also to make maximum use of their advantages.

FRAME 9

As you study into the relationships between local jurisdictions in your State which are established by law, you will become aware of another thing. That is, you will probably often represent your Chief Executive in the emergency planning and operations which involve other nearby local governments. You function in the same way in these activities as you do within your local government structure--as a staff advisor and coordinator for your Chief Executive. This is a sensitive area, since usually no line of authority exists between these governments. What gets accomplished will more than likely get done through the use of influence and cooperation, rather than in any other way.

Here is an example of this principle. The man in charge of shelter management in your jurisdiction decides to make a quick visit to some shelters you both have heard about out in the county. On short notice, he asks you to go along. You feel the trip will help you in advising your Chief Executive on the direction your shelter program should take, so you hurriedly leave with the shelter manager. While you are busily inspecting one shelter, the County Coordinator comes in and finds you there. He is obviously irritated. You assume he is displeased because he feels: (Check the best response.)

_____1. you have shelters in your own area you should have visited first.

_____2. your chief shelter manager should not be with you on the trip.

_____3. you should not be in his county officially looking at shelters without first having coordinated the visit with him.

FRAME 10

Your coordination of emergency planning and operations with other nearby jurisdictions will also involve the assistance you will need from each other when a disaster strikes. Consider the following situations:

1. Your city is crippled by heavy snow. You have learned that in your particular State mutual aid pacts exist between the counties of the State. You also know that, under the standing operating procedures of these mutual aid pacts, the State Civil Defense Office coordinates the requests for aid coming from the counties. You consult with the department of your city which is responsible for snow removal as to what help they need. You advise your Chief Executive of the help required and then proceed to request that help from adjacent counties. You go through your county and State Civil Defense Offices, as required by the standing operating procedures of the mutual aid pacts.

2. A tornado strikes in another county. Because you know that mutual aid pacts exist between the counties of your State, you advise your Chief Executive that your city could possibly receive requests for police, fire, health, or rescue assistance, and that the city departments should be alerted. You coordinate with the departments; the request for help comes; your city is able to assist at once.

(Check the statement below which best illustrates the rules common to the two situations above.)

_____1. Since your emergency operations plan should not exist in isolation within your State, mutual aid pacts between jurisdictions should be set up by the State. Thus you, as Civil Defense Coordinator, are relieved of responsibility for emergency operations planning between your jurisdiction and other local jurisdictions.

_____2. Since the emergency operations plans of local jurisdictions must fit together to make a total plan for the State, mutual aid pacts between the jurisdictions are necessary. You need to know what mutual aid pacts affect your jurisdiction, and how they operate. You can then: (a) advise your Chief Executive on emergency actions which should be taken by your jurisdiction and (b) coordinate, within procedures which are already set up, the giving and receiving of help.

FRAME 11

(The letter below reviews how you function in your job. Read the letter and complete the problem following it.)

Dear Joe:

So you are now a Civil Defense Coordinator! As a long-time member, let me say, "Welcome to the club."

In this job, Joe, a person has to be like an alert salesman who sees early that a new item is needed on the market. Then he gets the item out there ahead of everybody else, and makes the profit.

Let me talk that up a little. Suppose you saw a need for expanding the intelligence function of your Police Department. You talked with the Police Chief about how important it was to know ahead of time what might happen, in order to take preventive action before an emergency arose. Since it was impossible for the Police Department to do all of this extra work alone, [you suggested that you arrange a planning session in which he and his people could take part.] (a) He agreed. You then [advised your Chief Executive of the need and the plan for a meeting.] (b)

Now, for this meeting, you [brought in people from the public power company, the telephone company, and other companies who had crews all over the city; you brought in operators of certain neighborhood stores and people in other strategic positions who might know about arising problems.] (c) At the meeting you recorded the decisions and from those decisions [you assisted in the development of a basic emergency operations plan. You got the Police Chief to OK the draft you wrote of the plan.] (d) Next, you prepared, for the Chief Executive's signature, the directive which issued the plan.

FRAME 11 (continued)

Maybe, living in the metropolitan area that you do, you even went a step further and [worked out some kind of an agreement with the neighboring jurisdictions to exchange police intelligence,] (c) since trouble in one of your jurisdictions could easily mean trouble in another.

So this is the kind of thing I mean when I talk about our job being like that of an alert salesman. You see a need, work to meet the need, and reap the profit. In all of the situation with the Police Chief, which we used as an example, the better you made him and the Chief Executive look, the better you looked. More and more I realize, Joe, that this is a team job. It can't be anything else.

Let me hear how you are doing. Hope to see you at the State Meeting of our Coordinators' Association next month.

Sincerely,

(The situation in this letter illustrates how you function in your job. Parts of some of the sentences are bracketed and identified by small letters. Place each letter designation of bracketed material beside the numbered statement of your job function below which it most nearly illustrates.)

_____1. Advise your Chief Executive on matters relating to emergency preparedness.

_____2. Assist the departments of local government in the development of their emergency operations plans.

_____3. Coordinate the integration of the resources of agencies within the community into the emergency operations planning of local government.

_____4. Coordinate with neighboring jurisdictions the integration of all local emergency operations plans into an area plan.

_____5. Coordinate with the departments of local government the planning for emergency preparedness.

II.B. RELATIONSHIPS WITH STATE GOVERNMENT.

FRAME 12

In your relationships with the State Civil Defense Office, your function does not change. You continue to act as a staff man in the structure of local government. You coordinate emergency planning and operations activities between the State Civil Defense Office and your local government and keep your Chief Executive advised. This means that you have to be knowledgeable in many areas.

For example, suppose you go to the President of a manufacturing company in your local jurisdiction to discuss with him the possibility of using his buildings as public fallout shelters. He is reluctant to cooperate. He is concerned that he would be liable for damages, if someone in a shelter on his property got hurt. You reassure him, explaining that special State legislation has been passed to protect him, so that he is not liable.

In doing this you are coordinating emergency planning. You are also demonstrating an important aspect of your relationship with your State government. The relationship is that, in functioning as a Civil Defense Coordinator, you should: (Check the best response.)

_____1. push the need for fallout shelters and force the companies within your local jurisdiction who have suitable space available to cooperate in the State fallout shelter program.

_____2. know what State laws affect the emergency planning and operations of your local jurisdiction and then apply those laws, as suitable.

_____3. request State representatives, the experts, to come and explain State laws to your local citizens.

FRAME 13

As a local Civil Defense Coordinator, you are also responsible for knowing what State Civil Defense guidance is available to your local jurisdiction and how it may be secured. The following situations are examples of how you begin to learn what State guidance is yours for the asking.

1. During your first morning on your new job, a man walks into your office. He introduces himself as the State Civil Defense Area Coordinator. He explains that he serves as an extension of the State Civil Defense Office, resides in your geographical area, and is your channel to the State Office. He talks to you for several hours. He then gives you his telephone number and address and asks that you get in touch with him if you have questions or need help.

2. A friend who is a new local Civil Defense Coordinator in a neighboring State visits you. You mention your State Area Coordinator and describe the kinds of help you have gotten from him. The friend is surprised, because his State does not have State Area Coordinators. He tells you that he gets the same kinds of help direct from the various people in his State Civil Defense Office.

These two situations illustrate that: (Check the best response.)

_____1. if your State has State Area Coordinators, then your State Area Coordinator is your channel to the State and you go to him for help. If your State does not have State Area Coordinators, you go direct to your State Civil Defense Office for help.

_____2. State Civil Defense Area Coordinators exist in all States, and helping local Civil Defense Coordinators is a part of their job.

_____3. the job of a State Civil Defense Area Coordinator is operational in nature. This means a State Area Coordinator has the responsibility to go into the local jurisdictions in his area and set up their emergency operations programs.

FRAME 14

You are interested in establishing a center from which your local government can direct and control operations during an emergency. You have received encouragement to do this from your State Area Coordinator. He says that technical assistance is available for this purpose from the Office of Civil Defense (OCD) Regional Office which serves your State. Since it is part of his function to do so, the State Area Coordinator contacts the Regional Office and sets up an appointment for you to receive assistance.

The situation above illustrates that your State Area Coordinator is your channel to the Federal level of civil defense: the OCD Regional Office for your area. In other words, your contacts with Regional representatives of the Office of Civil Defense are made through your State Civil Defense Office.

(Check the example below which is consistent with the information above on the way you relate to State and Federal civil defense.)

_____1. You hear from the person who was Civil Defense Coordinator in your local jurisdiction before you that there is Federal money available for many kinds of local projects. You need information and call direct to an OCD Regional representative you have met.

_____2. You want to put Federal shelter supplies in some family shelters in your jurisdiction. The Civil Defense Coordinator of the county which contains your jurisdiction says that, under existing Federal regulations, family shelters cannot be stocked with Federal supplies. You call the OCD Regional Office for your area requesting that an exception be made in your case.

_____3. You hear that there is civil defense training available through the OCD Regional Office. You want to take some of the training and ask your State Area Coordinator for information and guidance.

FRAME 15

Let's look at another situation. You know that you have the responsibility for coordinating the activities in your jurisdiction which have to do with getting emergency or disaster information to the general public. You have heard that there is such a thing as an Emergency Broadcast System (EBS), but you don't know exactly what it is. You call your State Area Coordinator for information. He explains what the EBS is. He describes the Federal and State roles in its establishment and operation, and also what your responsibilities are with regard to it. He guides you to material to read on the subject. He interprets for you the Federal and State policy on EBS. He helps you to understand the procedures which you must follow in order to have one of the broadcasting stations in your area designated as a part of the EBS.

(Check the rule below which most completely states the principle illustrated by the situation above.)

_____1. Your State Area Coordinator helps you with the actual operational coordination of your different emergency operations programs, more than he helps with advice and guidance.

_____2. Your State Area Coordinator assists you in coordination activities only.

_____3. Your State Area Coordinator will give you guidance in whatever area of your work that he can, but especially in interpretation of State and Federal policy, regulations, and procedures.

FRAME 16

During his first visit to your office, the State Area Coordinator gave you a manual prepared by your State Civil Defense Office. It was a guide which outlined the steps you should follow in coordinating the organization of your local government for emergency operations. It also contained the Federal and State civil defense laws and a model local civil defense ordinance. Your State Area Coordinator explained that this was only one example of the kinds of printed materials which the State Civil Defense Office prepared for your State's local Coordinators. He added that not all States have this particular kind of a guide, but that all States do furnish many printed guidance materials for their local Coordinators.

(Check the situations below (MORE THAN ONE) which are consistent with this information on how State Civil Defense Offices operate with respect to local Coordinators.)

_____1. A new Federal civil defense policy comes out on the stocking of shelters. You call your State Area Coordinator for assistance in interpreting the policy. He tells you that he put in the mail that morning a special Information Letter to all local Coordinators which gave the State's interpretation of the Federal policy, to serve as guidance.

_____2. You regularly receive in the mail from the State Civil Defense Office a numbered sequence of memos containing information, guidance, and statements of new policy.

_____3. You are told by the State Civil Defense Office that Federal policy recommends that all counties have a plan for making the best use of available shelter by its citizens. Because the county for which you are Coordinator has few shelters which meet Federal standards, you do not know how to prepare such a plan. You ask the State Civil Defense Office for help. The answer is that there are no guidance materials or assistance available, but that this does not relieve you of the responsibility to go ahead and prepare a satisfactory plan on your own.

FRAME 17

So your State Area Coordinator helps you to know and interpret for the local jurisdiction the policies, regulations, and procedures set up by the State Civil Defense Office. But it is your responsibility to see to it that you learn these things from him. They may either extend or limit your operations, which is vitally important, especially in the area of emergency operations.

Let's illustrate the point. Let's say your State, by policy, provides assistance to local jurisdictions in times of emergency when local resources are not adequate to handle any given problem. Then suppose there is a disastrous flood in your jurisdiction. Now given these two facts--a flood and availability of State assistance--one or the other of the following situations could occur:

1. You know about the policy and you know the procedure for getting help. You follow the procedure, requesting emergency water pumps, hoses, and generators. The State, also following required procedure, requests the equipment for you from the OCD Regional Office, which has it available. The equipment reaches you quickly.

2. You do not know about the policy, so you do not request help; or you know about the policy but do not know how to proceed to get the help. Either way, valuable time, property, and perhaps even lives, are lost.

(Check the situation below in which you would be functioning properly according to the information above.)

_____1. A chemical plant explodes in your jurisdiction. Disaster conditions prevail. You need emergency vehicles and rescue equipment. You ask your Chief Executive what should be done.

_____2. During a crippling ice storm, your jurisdiction needs power line crews and road equipment. You brief the Chief Executive on the situation and advise him of the help which the State will provide. Following established procedures, you request and receive the help.

_____3. Following a tornado, you are unable to move supplies into your jurisdiction because the roads are blocked. You do not know whether help is available within your State. You arrange for a chartered plane to fly in supplies from a city in a neighboring State.

FRAME 18

Consider the following situations:

1. You need to have a shelter manager instructor trained. You know the State policy and regulations governing who shall be trained. Accordingly, you complete the necessary papers for the person you select and forward the papers to the State Civil Defense Office, following required procedures.

2. The Fire Chief of your jurisdiction hears that there is surplus Federal property available for civil defense purposes. He suggests that some be obtained for his department. You explain what really is available, according to State policy and procedures, and how a local jurisdiction goes about applying for it.

3. Your Chief Executive agrees that your jurisdiction needs a center from which emergency operations can be conducted, but he doesn't see how the local government can finance one. You know and explain to him the conditions prescribed by the State under which Federal matching funds can be obtained for this purpose.

(In the following statements, check the one which best describes the principle illustrated by all of the situations above.)

_____1. These situations teach only that you must know when civil defense training is needed in your jurisdiction and when Federal surplus property and Federal funds are available.

_____2. These situations teach that it is your responsibility to know what help of all kinds is available to your local jurisdiction by way of your State Civil Defense Office, and you must be able to explain and apply the policies, regulations, and procedures which control the receiving of that help.

_____3. These situations teach that it is your responsibility to have a representative from the State Civil Defense Office come in to explain State civil defense policy and procedures to your local government officials, whether the area in question is training, surplus property, or financial assistance.

II.C. RELATIONSHIPS WITH FEDERAL GOVERNMENT.

FRAME 19

Consider the following situation. You have a copy of the Federal Civil Defense Guide (FCDG). Periodically, you receive changes for it in the mail, direct from the Office of Civil Defense. Among other things, the FCDG describes Federal civil defense programs which provide financial assistance to certain local jurisdictions. You want some of this assistance for your jurisdiction. You call your State Area Coordinator, asking permission to contact the OCD Regional Office to get an interpretation of the requirements for qualifying for the assistance. He says not to contact the Regional Office. The State Civil Defense Office has prepared printed instructions on this to help local Coordinators. You will understand the whole area when you read this material, which has been mailed. The State Area Coordinator tells you that your application must go through and be approved by the State Civil Defense Office.

(Check the rules below--MORE THAN ONE--which describe how you function with regard to the Federal and State levels of civil defense as illustrated in the situation above.)

_____1. Your relationship with the Federal level of civil defense is usually an indirect one, channeled through the State Civil Defense Office.

_____2. Some printed materials are mailed to you by the Office of Civil Defense, and this is one direct relationship which you have with the Federal level of civil defense.

_____3. The State Civil Defense Office always relies on the printed material provided by the Office of Civil Defense to give local jurisdictions all of the guidance they need.

_____4. In trying to get Federal financial assistance for your local jurisdiction, you are demonstrating one of the ways you function as a staff man to your Chief Executive--by serving as liaison between the Federal and State governments and your local government.

FRAME 20

(As a Civil Defense Coordinator in which situation below did you take the correct and complete actions required? Check your answer in each case.)

1. A city lying just across the State line but still close to your jurisdiction is truck by a tornado. There is no communications capability left operating in the city. You feel you should help, since your mobile civil defense communications equipment is the very finest in the area. You secure the permission of your Chief Executive. You do not contact your County or State Civil Defense Offices, but pack your equipment into trucks and leave at once. Did you take the correct and complete action throughout this situation? _____Yes _____No.

2. Your local civil defense budget has been increased. You are free to hire an assistant. You know that sometimes the Federal Government matches local funds for the salaries of civil defense personnel. You have learned that your Area Coordinator gives local Coordinators guidance, so you ask him for help. He interprets the Federal regulations for you and tells you the prospective employee must pass an examination because he is required to be under State Civil Service regulations. Also, you have to fill out some required papers and send them through the State Civil Defense Office to the OCD Regional Office for approval. You fill out the papers and send them in. They are approved. The prospective employee takes the exam. Badly needing money, and sure that he will pass the examination, he requests that you put him on the payroll while you wait for the results from the examination. You refuse. He takes a job some place else, and you lose a valuable employee. Did you take the right steps all the way through this situation? _____Yes. _____No.

3. You receive the Federal Civil Defense Guide through the mail direct from the Office of Civil Defense Headquarters. Changes for this FCDG come to you from time to time. However, after a few weeks you discover that other Coordinators have parts which you have not received. You call the Office of Civil Defense Headquarters direct and ask why you are not getting the FCDG any more? Did you take the correct action? _____Yes. _____No.

UNIT II--BEST RESPONSES

FRAME/RESPONSE

1. 3
2. 2
3. 2
4. 1
5. 2
6. 1
7. 1
8. 1
9. 3
10. 2
11. 1-b
    2-d
    3-c
    4-e
    5-a
12. 2
13. 1
14. 3
15. 3
16. 1
    2

FRAME/RESPONSE

17. 2
18. 2
19. 1
    2
    4
20. 1-no
    2-yes
    3-no

THE CIVIL DEFENSE DIRECTOR/COORDINATOR:
AN ORIENTATION TO THE POSITION

UNIT II TEST

TEST TYPE: Multiple Choice

NUMBER OF QUESTIONS: 10

VALUE OF EACH QUESTION: 10 points

DIRECTIONS:

1. Locate your student number on the cover of this textbook.

2. Select an answer card from those included in your instructional materials and enter your name, address, zip code, STUDENT NUMBER and UNIT NUMBER in the spaces provided on the card.

3. Each test question is followed by four possible responses. The questions are designed so that more than one of the four possible responses may appear to be correct. However, in each question there is one response which is better than the other three. Select the one (ONLY ONE) which best answers the question. Make your selection on the basis of information given in Unit II, not on the basis of your local situation.

4. Mark the answer you have selected on the answer card, using a soft lead pencil. Make a heavy mark completely covering the space between the lines of the answer you select. For example, if your answer for the first question were "a," you would mark the answer card as follows:

	a	b	c	d
1.	■	☐	☐	☐

5. Mail the completed answer card; it is self-addressed and postage paid.

1. Which of the situations below best illustrates your position of staff man in your local government?

   a. You direct the department heads to be at an emergency operations planning meeting.

   b. You advise your Chief Executive of the need for an emergency operations planning meeting of department heads and give him a memo for his signature which he can use to call such a meeting.

   c. When you feel an emergency operations planning meeting is needed, you tell your Chief Executive to call it.

   d. You tell the Fire Chief that somebody ought to get the department heads together for a meeting on the emergency operations plan.

2. Your jurisdiction needs an emergency operations plan. Select the statement below which best shows how you should function in this situation.

   a. You study the situation, decide what would have to be done, and write the plan.

   b. You direct the department heads to write such a plan for their departments.

   c. You work with and coordinate the efforts of the departments involved in developing such a plan.

   d. You wait for your Chief Executive to take the initiative.

3. You are a new Civil Defense Coordinator. A concerned parent calls and asks you to do something about making local school authorities develop disaster plans to protect the pupils in emergencies which occur during school hours. In your position as a staff man, your best response would be to thank the parent for calling and then you would:

   a. call the school superintendent and tell him to draw up such plans.

   b. advise your Chief Executive to contact the head of the local school board, directing him to develop such plans.

   c. advise your Chief Executive to contact the head of the local school board and the State agencies involved, encouraging them to develop such plans and offering your assistance.

   d. explain to him that you are sure the local school authorities must have plans for operations in case of emergencies, but probably the plans have not been publicized sufficiently. You plan to take further action sometime in the future.

4. A neighboring Civil Defense Coordinator calls and asks for medical supplies for his community because of a disaster. He asks for an immediate decision on the phone, even though there is no mutual aid pact between your jurisdictions. Your best action would be to tell him that you will:

   a. send the supplies at once.

   b. take it up with your local government during their earliest scheduled executive session, for official action.

   c. find out what can be done, but you think that all of your emergency supplies are stocked in shelters from which you are sure they cannot be moved without some kind of official action.

   d. advise your Chief Executive of his request at once; meanwhile, he should have his Chief Executive contact yours.

5. A neighboring county has a surplus of shelters. The county for which you are Coordinator has too few. You feel the two jurisdictions should pool their shelter spaces. Your best action would be to:

   a. secure the agreement of the neighboring County Coordinator, decide between you how the shelter spaces should be allocated, and write up a mutual aid pact accordingly.

   b. work with the neighboring County Coordinator to secure the agreement of your Chief Executives for the two of you to draft a mutual aid pact.

   c. write up a draft mutual aid pact for pooling of the shelters and meet with the neighboring County Coordinator and his Chief Executive to sell them on the idea; then advise your Chief Executive of what you have done.

   d. analyze the idea first, and then dismiss it from your mind if it appears to offer so many difficulties that you feel the neighboring county would never agree to the arrangement.

6. Your State has an emergency operations plan which has been signed by the Governor, making it law. It describes the plans which will be made and the actions which will be taken, by the State and local jurisdictions, to cope with emergencies. As a local Coordinator, the most important reason why you should know the provisions of the law is to be able to:

   a. decide whether it can be enforced as far as your local jurisdiction is concerned, and if so, how.

   b. advise your Chief Executive on whether or not the requirements placed on your jurisdiction are reasonable.

   c. make recommendations which will conform to it.

   d. advise your Chief Executive on how he can by-pass those requirements with which he disagrees.

7. You feel your jurisdiction should plan now for the immediate actions it would take if a tense international situation should quickly develop. You know that your State Civil Defense Office has an exercise which local jurisdictions may use to test how prepared they are for such actions. The best thing for you to do in this connection would be to:

   a. request your State Area Coordinator to contact your Chief Executive and advise him to run such an exercise to test your jurisdiction's capability.

   b. request your State Area Coordinator to contact the OCD Regional Office, which developed the exercise, asking that someone from the Region advise your Chief Executive to put on such an exercise.

   c. analyze whether the exercise is suitable for your local situation and advise your Chief Executive, so that he can decide whether to have the exercise.

   d. analyze whether the exercise is suitable for your jurisdiction and, if so, request your State Area Coordinator to conduct one for you.

8. You decide to apply for Federal financial assistance for your jurisdiction. You know that your application has to be approved by the State Civil Defense Office. You also have a memo from the State which says that those jurisdictions complying with the Federal standards for local civil defense programs will receive priority attention from the State in the processing of their applications. What item below best states the local, State and Federal relationships illustrated by this situation?

   a. Local jurisdictions apply for Federal financial assistance direct from the Federal Government.

   b. The applications for Federal financial assistance made by all local jurisdictions receive equal consideration from State governments.

   c. State and Federal governments operate independently as far as standards for local civil defense programs are concerned.

   d. The State Civil Defense Office controls the process used by local jurisdictions in applying for Federal financial assistance.

9. During a hurricane which struck the southern part of the United States, one city suffered over a billion dollars in damage. They badly needed the State to help them financially in recovering from the effects of the storm. As a good staff man, what steps should you take with respect to State financial help in such a situation?

   a. You should have a standing operating procedure in your emergency operations plan to cover such a situation, and you should follow it.

   b. You should first consult Public Law 920 to make sure that the State will be able to assist you.

   c. You should first call the Treasurer of your local jurisdiction to have him estimate the damage and encourage him to contact the State.

   d. You should check your local ordinance in order to see whether it conforms to State law with respect to State assistance.

10. In one State, by law, all jurisdictions below the county level are required to communicate with the State level of civil defense through the County Civil Defense Office. Not all States have such a law. This illustrates what you have learned in this course, that is:

    a. State civil defense laws vary from State to State.

    b. some State civil defense laws are directive where the local jurisdictions are concerned.

    c. you should know what city-county relationships are required by your State civil defense law.

    d. all of the points given in a, b and c.

UNIT 3

STAFF COLLEGE OFFICE OF CIVIL DEFENSE • DEPARTMENT OF DEFENSE

THE JOB:
What Are the Major Categories of Work in Which I Will Be Involved?

UNIT III. THE JOB: WHAT ARE THE MAJOR CATEGORIES OF WORK IN WHICH I WILL BE INVOLVED?

A. The work of the Civil Defense Coordinator falls into five major categories.

1. Emergency operations. (Frames 1-14)

   a. In four general types of emergency situations.

      (1) Nuclear disaster.

      (2) Natural disaster.

      (3) Man-made disaster, including civil disturbances.

      (4) Major emergencies.

   b. Through organizing and planning.

      (1) Developing and maintaining a facility for use as an emergency operating center (EOC), including essential communications equipment.

      (2) Developing a means of warning the people.

      (3) Coordinating the development of adequate and comprehensive emergency operations plans by local government departments and other organizations within the local jurisdictions.

      (4) Advising on the execution of emergency operations by local government staff, community groups, and individuals.

      (5) Collecting and maintaining information on resources, services, and facilities within the jurisdiction for use in emergency situations.

      (6) Developing and preparing materials for local emergency operations programs.

2. The fallout shelter program. (Frames 15-26)

   a. Planning for shelter use.

      (1) Locating, licensing and marking.

        (2) Making physical arrangements for necessary food, clothing, sanitary facilities, equipment, etc., at various shelter sites.

        (3) Providing guidance for development of shelter management plans.

    b. Arranging for inspection of buildings as possible shelter sites and recommending needed modifications to increase the protection factor or shelter capacity.

3. Staffing and training for emergency operations. (Frames 27-34)

    a. Arranging for staff for the shelters, the EOC, radiological defense positions, and all other emergency operations units, as required.

    b. Arranging for a training program for all emergency operations personnel, as required, with special attention to areas unique to civil defense, such as radiological defense and shelter management.

    c. Designing and conducting simulation exercises to test plans and train the emergency operations staff.

    d. Maintaining, as possible, a current list of names, addresses, phone numbers, and skills, of all emergency operations personnel.

4. Information to the public and community groups on emergency operations plans and needs. (Frames 35-42)

    a. By means of various information media (newspapers, radios, TV), personal appearances, and public officials conferences.

    b. On what the warning signals are.

    c. On what to do and where to go when the warning sounds.

    d. On what support the citizens can give to emergency operations.

5. Coordination of the local government's emergency operations plans with those of other nearby local jurisdictions. (Frames 43-46)

a. To implement an area concept of emergency operations.

b. To meet State Civil Defense requirements.

B. The work of the Civil Defense Coordinator also includes over-all administrative tasks related to all aspects of his function.

1. Managing the civil defense office. (Frames 47-53)

2. Preparing a Program Paper. (Frames 54-60)

3. Preparing and presenting a budget. (Frame 61)

4. Procuring and controlling disposition and use of civil defense materials and equipment. (Frames 62, 63)

5. Arranging for local government eligibility to obtain surplus property or Federal financial assistance for civil defense purposes. (Frames 64-70)

(SUGGESTED BREAKS: FRAMES 26 AND 46.)

UNIT III. THE JOB: WHAT ARE THE MAJOR CATEGORIES OF WORK IN WHICH I WILL BE INVOLVED?

The functions of a Civil Defense Coordinator do not appear to differ greatly from one jurisdictional type to another. Essentially, Coordinators do much the same kinds of things regardless of the size or type of their community. The work is simply more complex and broader in scope in some of those communities than in others.

As a Civil Defense Coordinator, you are a member of a growing field which requires professional skills--whether you work full time or part time, whether you are paid or a volunteer. In fulfilling your responsibilities, you will be involved in certain areas of work with specific associated tasks which are unique to your position. You will also perform other general administrative tasks.

Unit III of this course will acquaint you with:

1. five major categories of your work and a number of duties associated with those different categories; plus
2. additional administrative tasks relating to all aspects of your job.

III.A.1.a. EMERGENCY OPERATIONS: THE TYPES OF EMERGENCIES.

FRAME 1

You have learned earlier in this course that you work with the departments of your local government in planning for and operating in an emergency. Suppose that you are the new Civil Defense Coordinator for the county. One day the County Sheriff walks into your office. "My friend," he says, "you talk about our government being able to operate in an emergency. Let me ask you, what is the worst emergency we could have?"

You reply: (Check the best response.)

_____1. "A nuclear attack, because it threatens not only our county but the very life of the Nation, and where would our county be if the rest of the Nation ceased to exist?"

_____2. "A natural disaster, such as a widespread, major flood in our State or several States."

_____3. "A man-made disaster, such as a riot in our county."

FRAME 2

The Sheriff continues his line of thought. "OK, he goes on, "so a nuclear attack is the worst threat, you say. But suppose that in the spring that LeBlanc River across the road there threatens to flood this whole valley, the entire southeastern part of the State. Then what is our worst threat in the county?"

You reply: (Check the best response.)

_____1. that nuclear disaster is no longer a threat.

_____2. that natural disaster--the flood--is now the more immediate threat.

_____3. that, as he well knows, the LeBlanc River floods only on the average of once every 25 years, so you wouldn't be very concerned over the threat of a flood.

FRAME 3

The Sheriff doesn't give up easily. "And more than that," he says, "we don't have to wait for nature to drown us out, or an enemy to blast us out. What if we have something caused by man, like a riot, with burning, looting, beating, shooting? Is that a disaster, a major threat, to you civil defense people, or isn't it?"

You reply, "Yes, such a riot would be a disaster, and: (Check the best response.)

_____1. since riots would probably involve Federal troops, our local government doesn't have to be concerned about them."

_____2. we really have no way in our county to prepare ourselves for coping with such a situation."

_____3. we must be prepared for all disasters--riots, bombs, floods. We must also be prepared for situations which cannot really be classed as disasters, but are just major emergencies, like airplane crashes and train wrecks."

FRAME 4

The phone rings and the Sheriff is called away, promising to return and finish the conversation later. You sit thinking about what has been said. As you think, you realize that you and the Sheriff have really identified the four general types of emergency situations which your local government might be called upon to face. They are:

1. ______________________________
2. ______________________________
3. ______________________________
4. ______________________________

FRAME 5

A few days after your talk with the Sheriff, he and a County Commissioner pay you a visit. The Commissioner begins to ask you questions about disasters and emergencies. You tell him that, as you see it, your local government must prepare to cope with four general kinds of emergency situations:

1. Nuclear disasters, the greatest disaster for the Nation as a whole.

2. Natural disasters, whichever ones may be a threat to your county particularly.

3. Man-made disasters, such as widespread riots and fires raging out of control.

4. Major emergencies, such as industrial accidents or explosions, serious train wrecks, or airplane crashes.

The Commissioner replies, "Well, the area of emergency operations is one in which you have a major responsibility. So what do you see as being the first kind of work involved in getting our local government ready for emergency operations?"

You reply: (Check the most complete response.)

_____1. "Our primary activity at first will be assigning people to jobs which they would do in an emergency and making them do the jobs."

_____2. "Our primary activity at first will be lining up all of the volunteers we can get in our locality."

_____3. "Our primary activity at first will be organizing and planning to assure that we are ready to operate when an emergency strikes.

III.A.1.b.(1). Emergency Operations (Emergency Operating Center and Communications Equipment).

FRAME 6

You continue the conversation with the Commissioner and Sheriff, saying, "In fact I have been thinking about the organizing and planning we will have to do. I have wondered what we should do first, what we will need the most. I have decided that in a disaster what our government will need more than anything else to conduct emergency operations will be: (Check the best response.)

_____1. a center where all the key officials can be located, where information from all over the county can come in. Primarily, this would be an operating center from which the officials would give directions and control operations."

_____2. instructions from the State on what to do first, details on exactly how we should proceed, when to get started; because the State is responsible to see that we are protected, and State officials should do the planning for us."

_____3. enough trucks, cars, boats, or whatever kind of transportation is needed to carry people and equipment wherever they want to go when the emergency strikes."

FRAME 7

The Sheriff and Commissioner agree with you that an Emergency Operating Center (EOC) for direction and control purposes is the most important first step. But then the Sheriff reminds you that such a project was shelved by the county some time back because of the high cost. You suggest the possibility of putting the EOC right there in the basement of the County Building where you are talking, since you have found from the National Fallout Shelter Survey that the basement has good fallout protection. This would eliminate building a new EOC.

The Commissioner asks, "What good will an Emergency Operating Center be without communications equipment, a way to get all of this information into the EOC or of getting the directions from the officials out? I think our second step, providing we can get the County Board of Commissioners to agree on an EOC here in the basement, is to: (Check the best response.)

_____1. establish a coding system that we will use in our emergency communications. Then we need to train people who will not be in the EOC on the use of the code to send information in to the EOC."

_____2. analyze what kinds of equipment we will need to communicate with people outside the EOC. We need to plan for enough radios, telephones, etc., here in the EOC, in our emergency vehicles, or wherever else we need them. In this, we can use equipment we already have and plan to systematically add to it as we are able--if more is required."

_____3. plan for adequate office equipment such as typewriters, dictaphone machines, etc., so that we can be sure we will have the means of getting directives out into the area. In this, we will use equipment we already have and get more as necessary."

FRAME 8

You have become a little uneasy because you sense that the Sheriff is somewhat less than optimistic in his reaction to the conversation. Your uneasiness increases when he abruptly says, "So you get an EOC and plenty of communications equipment. Do you plan to get the government men into the EOC and call everybody up on the telephone to say that a tornado or a bomb is five minutes away--providing you could even get the officials in here in time, which I doubt."

The Commissioner answers this one for you. He says: (Check the best response.)

____1. "We will have to get a warning system--warn the people by means of sirens on buildings, fire stations and trucks, police cars, ambulances, through mass media, any way we can. That would be our next project."

____2. "Warning the people is not that difficult, or crucial. We really don't have to put any kind of priority on warning, because everybody listens to the radio or watches television. We have to put first things first."

____3. "When the time comes to let people know a disaster is about to strike, we will find some way of letting them know."

FRAME 9

The Sheriff is called out on another emergency. He leaves, saying something under his breath about being thankful that one Commissioner at least agrees with him that nothing you can do about emergency operations makes much sense if you don't get some equipment and install a warning system. After he has gone, you tell the Commissioner that the Sheriff is taking a new attitude toward emergency operations. Before the flood of a year ago he wouldn't listen to anyone's ideas on planning for disasters. He felt that other people were trying to do his job. Then when the flood came, he wouldn't let the former Civil Defense Coordinator out of his sight. He had found that disasters could not be handled by an individual or any government department acting alone. They required the services and coordinated effort of many government departments and community groups, as well as that of individuals.

You tell the Commissioner that this brings up a related point. At the same time the county is doing this planning for an EOC and a warning system it should be developing emergency operations plans for county government departments and for other private organizations within the county. The Commissioner agrees, adding, "Someone has to lead out in this and coordinate the development of the emergency operations plans for the county. The person to do this should be: (Check the best response.)

____1. the Sheriff, as top law enforcement official of the county."

____2. the Chairman of the County Board of Commissioners, as top government official in the county."

____3. you, as County Civil Defense Coordinator, acting as staff man for the County Commissioners in their planning for emergency operations."

III.A.1.b.(4). Emergency Operations (Advising).

FRAME 10

You sort of think out loud about what the Commissioner has said: "So I coordinate the development of emergency operations plans. If this part of the Coordinator's job had been understood by the department heads of the County Government before the last flood, then the Sheriff might have cooperated in the planning. He would then have known what to do during the flood."

You go on to say that, as you see it, the county Civil Defense Coordinator should be in the EOC during a disaster, with the rest of the county officials. His job at that time would be to advise the Chief Executive, and other government officials as required, on emergency operations. In this he would: (Check the best response.)

____1. direct emergency vehicles in their operations, such as ambulances, fire engines, and police cars.

____2. direct emergency personnel, such as policemen or firemen, in their emergency duties, like making sure they take the best routes to the trouble areas and go in the right numbers.

____3. continue to act as a coordinating staff man, making sure top officials have all significant facts so that they can see major problems and arrive at the best decisions.

III.A.1.b.(5). Emergency Operations (Resource Lists).

FRAME 11

The Commissioner sits thoughtfully for a time. "You know," he finally remarks, "it isn't going to be any small task. Just for an example, suppose we had some kind of natural disaster which struck suddenly in which we developed, say, a need for dump trucks. What do we do? Should we not be able to go to: (Check the best response.)

_____1. the yellow pages of the phone book and try to find out which people in the county have dump trucks?"

_____2. a resource list we have already made up which shows the services, facilities, and equipment available in the county for emergencies?"

_____3. somebody who has a dump truck and ask him if he knows of any others?"

III.A.1.b.(6). Emergency Operations (Printed Materials).

FRAME 12

You tell the Commissioner that you have already begun compiling resource lists, gathering from the departments lists of equipment and other resources which the county has. You plan to file this information on resources either in a small card file or in a loose-leaf binder, so that it can be updated easily.

At this point the phone rings. It is the President of the PTA of an elementary school in the city where the County Building is located. Because the city itself has no Civil Defense Coordinator, he is calling you, the County Coordinator. He asks if you have any publications on what people should do in case of a disaster in the community. He wants the materials to use in PTA activities. You tell him that: (Check the best response.)

_____1. each organization within the county must take the responsibility for preparing its own emergency operations materials. You would be glad to help the PTA but the pressures of your job make it impossible.

_____2. you believe that someone in the County Government has the responsibility to see that emergency operations materials are prepared, including those for public information. You think the Secretary for the County Board of Commissioners can tell him who that person is.

_____3. it is part of your job to see that written materials for the county emergency operations programs are developed and prepared, including those for public information. Right now you are in the process of getting out a handbook for citizens on the county's plans for handling disasters. It is called Your Disaster Plan, and the PTA should find it useful.

FRAME 13

Turning from the phone, you explain to the Commissioner what the call was about. He smiles as he rises to go. "We have had a profitable talk here together," he remarks. "Would it be possible for you to draft up a summary of what we have said? Include the telephone request, too. Bring the summary with you to the Commission meeting Wednesday night, so that we may discuss it with all of the Commissioners. It will help them to understand better why we need a Civil Defense Coordinator."

You agree. After he has gone, you quickly list the areas of emergency operations which the two of you had discussed. You find that, under the general heading of organizing and planning for emergency operations, you had talked about six different task areas for which you have major responsibility. They were: (If necessary, review frames 6-12.)

1. ______________________________
2. ______________________________
3. ______________________________
4. ______________________________
5. ______________________________
6. ______________________________

FRAME 14

(Below are six job tasks which cover responsibilities you have in emergency operations. Place the number of one of these tasks in each of the blanks before the situations which follow them.)

Job Tasks

1. Coordinate development of an emergency operating center.
2. Coordinate development of a warning system.
3. Coordinate development of an emergency operations plan.
4. Coordinate development and preparation of written information materials on emergency operations programs.
5. Collect and maintain information on resources available in emergencies.
6. Advise on actual operations during a disaster.

Situations

____You discuss with the school board of a city in your county the possibility of installing sirens on the school buildings.

____During a severe blizzard when many people in your county are isolated unexpectedly, the Chairman of your County Commission asks for your advice on what should be done first.

____After a tornado, the Chairman of the County Commission asks you whether there are any bulldozers which are regularly located at the stricken area, and if so, where.

____A citizen of your county wants to teach her children what they should do in case of a disaster. She asks whether you have any reading material to guide her in this.

____You advise your Chief Executive to call a meeting of all department heads to discuss the need for a central place with communications equipment where key officials can be located for direction and control purposes during a disaster.

____You attend a meeting between the Sheriff, the Chief of the Health Department, and others in your county, on the procedures they plan to follow in caring for the injured in an emergency.

III.A.2. THE FALLOUT SHELTER PROGRAM

FRAME 15

During the course of planning for the presentation to the County Commissioners on emergency operations, you make a visit to your State Civil Defense Office. You are interested in getting some guidance on an EOC for the county. You briefly outline for the State Operations Officer the things you have been considering with regard to organizing planning for emergency operations in your county.

The Operations Officer makes encouraging remarks about your report, but then he inquires, "Have you had time since you took over this job to find out what the fallout shelter situation is in your county?"

You explain that: (Check the best response.)

_____1. your County Commissioners are not interested in the National Fallout Shelter Program, and you do not see that there is anything you can do about promoting it.

_____2. you feel that the chances of a nuclear attack are so small that you don't intend to put much emphasis on fallout shelters.

_____3. soon you are going to study the computer printouts from the National Fallout Shelter Survey which show where all of the shelters in the cities of your county are located.

III.A.2.a.(1). The Fallout Shelter Program (Locating, Licensing, Marking).

FRAME 16

The State Operations Officer says that being familiar with what shelter spaces are available in your county and planning to make the best use of them for protection of the citizens is an important part of your job. The computer printouts do show those in existence at the time the survey was made, but any buildings built since then will have to enter into your planning, also. The Operations Officer explains that these new buildings will require a special survey. You should locate them and then contact him. Updating surveys are made on a priority basis, and he promises to do what he can to help get one for you. In fact, when you are a little better acquainted with your job, he will go over all of the details of these updating surveys and of community shelter planning with you.

Thinking of what action you should take now, you answer, "I guess: (Check the best response.)

_____1. all I need to do now is locate some buildings and tell you where they are."

_____2. I should see the owners first, get their permission to have the buildings surveyed, and then give you the addresses."

_____3. there won't be many new buildings, and since I am so busy already with all of this emergency operations planning, I won't try to round up more fallout shelters."

FRAME 17

The Operations Officer commends you on seeing the need to visit the building owners, since personal visits always seem to get the best results and you do need an owner's permission to make a special survey.

At this point you ask, "What if I find that the county doesn't have enough shelters located, even with the special surveys? Shouldn't I also check those buildings which haven't any shelters in them, to see whether they could be modified, like providing some means of ventilation, so that they could be used as shelters?"

He replies that: (Check the best response.)

_____1. you are right on the ball, because many buildings do not have a good enough protection factor to be used as shelters, yet some simple inexpensive things can be done which will make the protection factor adequate. Or other things can be done which will increase the shelter capacity.

_____2. you are too idealistic if you think building owners will not only let you use the space as shelters, but will also go to the expense of modifying the building as well.

_____3. you could probably do this kind of thing, but it really wouldn't yield enough return in additional shelter spaces to be worth the extra headache and work it would require.

FRAME 18

"More that that," the Operations Officer adds, "if you learn of new buildings that are to go up, you can contact the owners about incorporating fallout shelter in those buildings through the use of slanting techniques."

When you ask what "slanting techniques" are, he explains: (Check the correct response.)

____1. "Ways to design roofs and place them on buildings, at little cost."

____2. "Ways to increase the fallout protection features of buildings as they are being built, at little cost."

____3. "Ways to level the ground site upon which new buildings are to be placed, at little cost."

FRAME 19

The Operations Officer assures you that the Office of Civil Defense has a program which provides professional assistance to building owners on the use of "slanting techniques." He promises to give you more information on this whenever you need it. The important thing for the present is that you know what the program is and where to go to learn more about it.

Then the Operations Officer says, "Right now, let's discuss shelter licensing. All of those buildings in your county which the National Survey shows have adequate space in them for public fallout shelters need to be licensed as shelters."

You tell him this is one civil defense program which you know about. A friend of yours has a building in a neighboring county. The Civil Defense Coordinator there had asked him to license it as a public fallout shelter. This meant that your friend, as owner, had to sign a form which: (Check the best response.)

_____1. went to all of his building tenants requesting them to cooperate in civil defense.

_____2. went to the Public Works Department with information on what utilities are available in his building.

_____3. was an agreement saying that certain space in his building could be used as a public fallout shelter.

FRAME 20

More than that, you went on to tell the Operations Officer, your friend said he had to agree that signs could be posted on the building. They were signs which let the public know the building had an authorized shelter and where the shelter was in the building. It was clear to you that marking buildings in this way was a part of:

(Check the best response.)

_____1. the shelter marking program.

_____2. the legal obligation of all citizens in a community.

_____3. the details which seemed to be designed just to make your job more difficult.

FRAME 21

The Operations Officer brings up another point by saying, "So you will need to get these owners to sign a license that their buildings may be used as shelters. And you will want them to let you mark the shelters and buildings with fallout shelter signs. Also, you want them to agree to store necessary shelter supplies within the building. Have you decided what method you will use to get them to agree to these things?"

After thinking a moment, you reply that: (Check the best response.)

_____1. you will write a form letter which explains to them the nature of their duty as citizens.

_____2. a face-to-face visit is out of the question, but you think a personal request from you via newspapers in the area will do the job.

_____3. face-to-face visits with these owners, by you and some people you can get to assist you, are the best means to use.

FRAME 22

"You are wise," the Operations Officer comments, "to decide on the face-to-face visit again. In the long run this kind of contact will be less work, because it yields better results in getting a job done and in public relations. But your task will not be easy, even so. Here are just a few examples of arguments against signing shelter licenses which you will hear from owners:

1. There is not enough space in the building to use for storing supplies, since shelter supplies take better than a cubic foot of space per person sheltered.
2. They are going to remodel the building and do not have the space now.
3. This is a new building and they don't want it defaced with signs and supplies.
4. They have vital records stored where the shelter space is located, and they are afraid the records will be harmed."

At this point you: (Check the best response.)

____1. feel discouraged enough to resign as County Civil Defense Coordinator.

____2. tell the Operations Officer that you accept the challenge; you will try to put yourself in the owners' boots and come up with creative suggestions for the storing of shelter supplies.

____3. begin to get angry with the Operations Officer for pointing out these difficulties which lie ahead of you, since this seems to be a negative attitude on his part.

III.A.2.a.(2). The Fallout Shelter Program (Stocking).

FRAME 23

"Creative ideas for storing supplies are possible, if we put our minds to solutions for the problem," the Operations Officer continues. "For example, in one large office building I know of, the owners built a storage platform several feet below the high ceiling of their basement parking garage and kept shelter supplies there. By the way, in this connection, do you plan to make the physical arrangements by yourself for the necessary shelter supplies, clothing, sanitary facilities, and equipment, at the various shelter sites in your county?"

This was another phase of your job which was new to you. You ask the Operations Officer how you should get this job done. He advises you to: (Check the best response.)

____1. arrange somehow to do it yourself, because even though you are going to be very busy, if you really want a job done right you have to do it yourself.

____2. require the owners to take the time from their already crowded schedules to equip shelters for the public.

____3. select good shelter managers as quickly as possible and then have them help equip the shelters.

FRAME 24

You think about getting shelter managers. You ask where you will find good ones. The Operations Officer suggests that the best place to look for them is among the management people who work in the buildings where the shelters are located. Quickly you respond, suggesting that: (Check the best response.)

_____1. management people will never take the time to do anything about shelter management; they are too highly paid to be able to spend the kind of time required.

_____2. you would not feel comfortable contacting a person of this kind and asking him to act as a shelter manager, nor would you have the time.

_____3. you could talk with the building owners at the time you visit them regarding the licensing of their shelters, and ask them to pick shelter managers from their own managerial staffs.

III.A.2.a.(3). The Fallout Shelter Program (Shelter Management Plans).

FRAME 25

"Fine," the Operations Officer agrees. "These building owners have already proved to you that they are interested in the program, by allowing a shelter to be located in their buildings and by signing a license. So they will work with you on selecting shelter managers. And as we said, once you have your shelter managers, the managers help you to equip and stock the shelters to which they have been assigned." He pauses thoughtfully and then continues, "Sorry, but there is still more for you to do. These people must be trained in shelter management and they need help in developing shelter management plans."

"I understand," you reply. "You mean that: (Check the best response.)

_____1. not only must I see that they get trained but I must work with them in the development of plans for managing their individual shelters."

_____2. I get the managers; but surely someone else in the county government has responsibility for training them and developing their shelter plans."

_____3. I get the managers; but cannot the shelter managers be encouraged to get training for themselves and develop their own shelter plans?"

FRAME 26

At the close of your conversation with the Operations Officer, he summarized the things you had discussed. They were:

1. Location of shelters.
2. Licensing of shelters.
3. Marking of shelters.
4. Stocking and equipping of shelters.
5. Using slanting techniques for incorporation of shelter in new buildings.
6. Inspecting buildings to consider improving their shelter capabilities.
7. Selection of shelter managers.
8. Training of shelter managers.
9. Development of shelter management plans.

(Beside each situation below write the number of the item above which is most closely related to that situation.)

____When school officials announce they are building a new school building, you suggest they include a fallout shelter in the building, at small extra cost.

____A shelter manager asks you to help him plan how he will organize his shelter.

____You study the National Fallout Shelter Survey printout to find which large buildings in your jurisdiction have suitable space for shelters.

____You ask a building owner to sign an agreement to have his building serve as a public fallout shelter.

____The County Superintendent of Schools asks you how people will know that a school building contains a designated public fallout shelter.

____An owner of a building with a licensed shelter says he wants one of his own staff to be manager.

____You go to inspect a large building and find it can shelter only 100 people, in spite of its size, because the ventilation in the shelter area is poor.

____One individual you approach to serve as a shelter manager refuses on the basis that he would not know how to do the job, and you tell him you will arrange for him to learn.

____One building owner puts cots and blankets in his shelter.

(THIS IS A GOOD TIME TO TAKE A SHORT BREAK.)

III.A.3. STAFFING AND TRAINING FOR EMERGENCY OPERATIONS.

FRAME 27

As you are driving home after consulting with the State Operations Officer, you realize you have never thought before about being responsible for the training of shelter managers. "OK, so I must see that they get trained," you say to yourself. "But first we will have to decide how many we need, and get them to agree to taking the job, before I can know how many need training and get them trained. I can now see that the training will not end there. Surely other training for emergency operations will be needed. As the man my boss looks to for coordination of emergency operations planning, I had better start talking with the heads of the departments and get this organized."

With regard to training, you decide that one of the first things you and the county departments need to do is: (Check the best response.)

_____1. outline all of the staffing which will be needed for emergency operations in the county and then decide on the training requirements.

_____2. remember not to be too concerned about training or staffing requirements for the time being, since who will do what and how is not the important thing in emergency operations.

_____3. recruit and train as many people as possible in all areas, whether or not there is a need for them right now, since having large numbers of people trained makes your program look good.

FRAME 28

The next morning at your office you begin work on the staffing and training needed for emergency operations. You decide the first step in the process should be to: (Check the best response.)

_____1. decide what night the shelter management training class will be held.

_____2. identify the areas in which emergency operations staff will be needed.

_____3. call the Chairman of the County Commissioners and ask whether he will be willing to serve in the EOC.

FRAME 29

You begin the task of identifying what staff will be required during emergency operations. You already know that, among other requirements, people will be needed to manage the shelters, to serve in radiological defense positions, and to fill certain positions in the EOC. You know about these jobs because they are among those for which you are primarily responsible. You also think that probably a number of the county departments will need additional people for emergency operations positions. This last area is pretty vague to you still. One reason it is vague is because your county has not yet decided on all of the procedures it will follow when an emergency strikes. You realize that the number of additional emergency staff people who will be needed, and where, will be pinpointed better as: (Check the best response.)

_____1. your county's emergency operations plans develop.

_____2. your State Civil Defense Office comes in to tell you the details of how you should operate in your local situation.

_____3. you get the latest Census figures on how many people there are in the county to be protected.

FRAME 30

Considering your training requirements further, you then think, "As our emergency operations plans develop, and we begin to know just how many people we need and where, we can then: (Check the best response.)

_____ 1. urge those who are selected to go and get training on their own."

_____ 2. train them all, whether they need it or not, so that we are sure."

_____ 3. analyze who needs to be trained and in what."

FRAME 31

You are now beginning to get a better picture of the job which lies ahead of you. Your friend, the County Commissioner, calls on the phone. He says the Sheriff is irritated because he has heard you talk about how important it is to train additional people, like auxiliary deputies, since more of them will be needed in an emergency. The Sheriff is beginning to think you are trying to take over his job.

You tell the Commissioner that you are sorry the Sheriff has that idea, because just the opposite is true. As you see it,: (Check the best response.)

_____1. you do arrange for and coordinate the special kinds of training, like shelter management training. On the other hand, the Fire Department is best equipped to train its own firemen, law enforcement people are best equipped to train their own officers, the Health Department to train in medical self-help, and so on down the line. You only coordinate and help as required.

_____2. the Sheriff will never go ahead and do what has to be done, so you yourself will see to the training of auxiliary law enforcement people who are needed and see that the job is done right. However, that isn't "taking over" his job.

_____3. the Sheriff is a trouble maker who never really wants to do anything and only stands around criticizing others who do go ahead; therefore, if you must, you will ask the Sheriff in the neighboring county to come in and train the auxiliary law enforcement people.

FRAME 32

The Commissioner asks you how the people filling positions in the EOC, people like the Commissioners themselves, are going to know what is expected of them should a disaster strike. When do they get trained? You explain that your discussion with the State Operations Officer answered this question for you. The Operations Officer suggested that, when the county's emergency operations plan was completed, the county officials: (Check the best response.)

____1. should design and run exercises, using the EOC and with you coordinating the effort. Such exercises would test whether their emergency operations plans worked and also would train the emergency operations staff.

____2. would not have to be trained, because the plan would say what it was they were to do during emergencies and they needed no practice.

____3. would see that they were already trained, because they would do nothing in an emergency that they did not do every day.

FRAME 33

Your secretary has overheard your side of the conversation with the Commissioner. When you hang up the phone, she says, "If you are going to coordinate an over-all staffing and training program for the county emergency operations program, we should have some kind of a record system for keeping track of it, shouldn't we?"

You tell her that: (Check the best response.)

_____1. getting the people selected and trained is the important part, not keeping track of them, because they will know whether they have been trained or not.

_____2. keeping track of people is impossible, considering how they move around. You are going to select and train so many people that there will be no question about enough of them being available when they are needed.

_____3. with her help, you will maintain as current a list as possible of the names, addresses, phone numbers, assigned emergency jobs, and skills of all emergency operations personnel.

FRAME 34

So you have work to do in connection with staffing and training for emergency operations. Below are some job tasks related to that work.

(Match the job tasks (1-6) you have to do with the situation which is an example of that part of your job.)

Job Tasks	Situations
1. Determine staffing needs.	____There is confusion in the minds of the County Commissioners as to how the EOC will function in an emergency.
2. Determine training needs.	____You enroll a man chosen to be a radiological monitor in a radiological monitoring course.
3. Select individuals to serve in emergency operations posts.	____You recruit a person to serve as shelter manager in a large office building.
4. Arrange for and coordinate training courses for emergency operations staff.	____You analyze how many shelters you have in the county and how many shelter managers are needed.
5. Design and conduct tests and exercises, using the EOC.	____You ascertain how many shelter managers have already been trained and how many still need to be trained.
6. Maintain personal information file on all people who have emergency operations jobs.	____The County Radiological Defense Officer calls your secretary asking for the telephone number of the Radiological Monitor for the County Hospital.

III.A.4. INFORMING THE PUBLIC.

FRAME 35

The County Commissioner's concern about the need for all of the Commissioners to know what would be expected of them while they are in the EOC makes you start giving serious thought to another whole area of your work. You begin to realize that all community groups and all citizens need information on emergency operations and that it is your responsibility to see that they get such information. "For example," you reason to yourself, "we can install a top warning system, test it regularly, have it working perfectly, and what good is it if: (Check the best response.)

_____1. we never have a need to use it?"

_____2. some other county has a still better one?"

_____3. the people do not know what the warning signals mean when they sound?"

FRAME 36

Continuing your quiet talk with yourself, you say: "And what good is it for the people to know what the warning signals are if the people don't: (Check the best response.)

_____1. use their telephone to call us when the warning signal sounds?"

_____2. know what to do and where to go when the warning sounds?"

_____3. hear them once in a while?"

FRAME 37

Your secretary comes into the office at this time to pick up some materials to be typed. She is preparing a first draft of the "Introduction" to the handbook you are writing, Your Disaster Plan. You tell her the thoughts you are having on your responsibility to keep the public informed on county planning for emergency operations. She mentions an interesting radio program she heard the day before having to do with public information on emergency operations. Mr. Boons, The Civil Defense Coordinator for a large city in a neighboring county, presented it. He talked to the people about one of their responsibilities as citizens. He told them: (Check the best response.)

_____1. the kinds of protective actions which they themselves have responsibility to take in various emergencies, and also in preparing for emergencies.

_____2. that they have a responsibility to vote in the Presidential elections, in order to preserve our present form of government.

_____3. they should pay their taxes and support their local school system, so the citizens of tomorrow might be well educated and the democratic way of life assured.

FRAME 38

You have not heard the radio program, so you question your secretary about it. She tells you it is a five-minute program given by Mr. Boons twice a week. He talks on such things as who has the main responsibility for a school disaster plan; what the PTA Civil Defense Chairman's role is; the things the people should do to prepare for disaster, like knowing their local civil defense plan, enrolling in Personal and Family Survival courses, and teaching their children what the warning signals are. Or Mr. Boons gets other officials to be on the program. The Fire Chief talked on fire prevention; a Health Department official talked on first aid; a man from a public utilities company told what should be done with electrical and gas appliances before the people leave their homes to go to shelters.

As she tells you this, you make a mental note that: (Check the best response.)

_____1. this is one aspect of your work which is already being covered by someone else, so you won't have to do anything about public information.

_____2. Mr. Boons is really taking something away from your job by holding a radio program which is heard in your area without even consulting you.

_____3. you will call on Mr. Boons at an early date; since he has had so much civil defense experience and you are new in your job, he will surely be able to give you many good pointers on how to inform the public.

FRAME 39

That same day you receive another call from the PTA President. Since there is still no Civil Defense Coordinator in his city, he asks that you come to his monthly PTA meeting and speak to the group about the citizens' handbook which you said you were preparing, Your Disaster Plan. He wants the PTA members to get some idea of what the booklet will contain and how they can use it.

You respond that you: (Check the best response.)

_____1. will gladly come, because you know that appearing before local organizations is one of your best means for acquainting the public with the county's emergency operations plans.

_____2. will come if he cannot get anyone else, but the pressures on you right at the present time are pretty heavy and you really would prefer postponing your appearance.

_____3. appreciate his asking you, but you are not too good at speaking in public, so you are going to have to refuse his request.

FRAME 40

Later, when you are getting a drink at the water fountain in the hall, the County Surveyor stops to talk with you. He has heard some rumors about a County EOC and that you are to make a presentation to the County Commissioners on it in the near future. He warns you to be careful what you say, because there are always reporters from local newspapers at the Commission meetings.

You reply that you are: (Check the best response.)

_____1. glad he has told you this, because you will be prepared to deal with any newspaper people and not give them anything to criticize.

_____2. sorry to hear this, because you had wanted to talk frankly to the County Commission, but now you will probably have to alter what you intended to say.

_____3. glad to hear this, because you can use this opportunity to get a newspaper story on the county's plans for emergency operations.

FRAME 41

The more you think about an over-all program of information for the public, the more you realize that you will have to use every opportunity and every means if you are to keep people aware of the emergency operations plans within the county. You talk about such a public information program to a friend who is a doctor. He tells you that his County Medical Society has found out one thing they need to do any time they want to get an idea or a program across to the public. That is, they need to make sure first they their own Society members understand it and are behind it. He thinks the same thing would be true in helping people to understand emergency operations, especially those needed after a nuclear attack. You would have to be sure that leading public officials in the county understood what the goals were and why such goals were necessary. Then they would influence the public to support the emergency operations program.

The doctor suggests that you: (Check the best response.)

_____1. send all public officials a form letter advising them to take the initiative on their own to become familiar with what the county needs to do in emergency operations planning.

_____2. plan some short meetings throughout the county for public officials, discussing with them the need, the plans, and the important part they can play in the plans.

_____3. have someone call the public officials in the county on the phone, making it clear to them that the citizens expect them to accept responsibility for planning for emergency operations.

FRAME 42

(Match the public information methods below with the situations in which you would use them to best advantage. There is a different method for each situation given.)

Methods

1. Newspaper story or notice.
2. Radio or TV program.
3. Personal appearances (speeches).
4. Booklets, pamphlets, or separate sections of newspaper.
5. Conference or discussion groups.

Situations

____You want to tell the citizens of your county what to do to prepare themselves and their families for emergencies, and you want the information in a printed form they can keep.

____You want to make a printed announcement which will reach the majority of the citizens of your county on a Personal and Family Survival Course you are going to hold.

____You want to explain to and discuss with your local government officials how operations following a nuclear attack will differ from operations after other disasters.

____You want to reach all of the citizens of your county at a regular time each week to publicize planning for emergency operations, and you want to do it "live."

____You want to publicize your county's emergency operations program before Service Clubs, PTA's, church groups, and other organizations at their regular meetings.

III.A.5. COORDINATING WITH OTHER LOCAL JURISDICTIONS.

FRAME 43

The President of another PTA calls you. Though he lives in a different city from that of the first PTA, nevertheless, he has heard good things about your speech before the first PTA. He wants you to come and speak at one of his meetings also. However, his city has a Civil Defense Coordinator. This puts you, as County Civil Defense Coordinator, in an entirely different position. You do not want to offend the Coordinator of their city and you do not want to offend the President of the PTA. You decide the best thing for you to do is to tell the caller that: (Check the best response.)

_____1. since his city has a Civil Defense Coordinator, you suggest he be asked to give the speech. Then you call the other Coordinator and alert him, explaining the situation.

_____2. you will be glad to make the speech, because you are always looking for ways to promote planning for emergency operations in the county.

_____3. you would be glad to make the speech, but you are simply too busy at this particular time, so you will have to refuse.

FRAME 44

You referred the PTA representative to his own Civil Defense Coordinator for these reasons:

1. In your particular State the State Civil Defense Law makes it clear that, even though you are Coordinator of Civil Defense for the county and are supposed to work with the cities and towns in the county, you still have no authority within the limits of any city or town which has its own Civil Defense Coordinator.

2. You want to maintain good working relations with the Civil Defense Coordinators in the local jurisdictions within your county.

3. You want the people in that city to get to know their own Civil Defense Coordinator better.

The items above are your reasons for suggesting that the PTA President call his own Coordinator. Now, you were not required to call the Coordinator also and explain the situation to him, but you did call and do just that. Why? (Check the best response.)

____1. Because you are inclined to worry about things.

____2. Because you wanted to maintain good working relations with him.

____3. You had no reason for calling him.

FRAME 45

The Civil Defense Coordinator of a neighboring county calls upon you one day. He is promoting a cooperative effort, including written agreements, whereby the various counties concerned with the metropolitan area where your office is located will assist each other during a disaster or emergency situation.

As you listen to what the Coordinator is suggesting, you conclude that: (Check the best response.)

_____1. you do not want to recommend that your county get involved in such a detailed, legal commitment, because your county would have to assume too much responsibility, and all the resources it has available will be needed for its own operations.

_____2. your county should not be hasty in getting involved in such a commitment, because it is so much poorer than the other counties. The plan will probably be put into effect anyway and your county is bound to get fringe benefits even though it does not cooperate in the effort.

_____3. you should recommend that your county take part in this effort, because it will permit joining with the others in pooling resources, services and facilities, as needed. In the long run this could be cheaper and safer for every jurisdiction involved.

FRAME 46

You decide that in your relationships with the cities within your county and with other local jurisdictions outside your county, you can get the most accomplished through using: (Check the best response.)

_____1. the authority given you in your position as County Civil Defense Coordinator.

_____2. diplomacy, tact, and cooperation.

You realize that written agreements with other counties for mutual aid in times of disaster or emergency are: (Check the best response.)

_____1. one of the best means you have of assuring organized protection for the citizens of your county should a disaster strike which your county does not have the resources to handle.

_____2. merely entangling legal alliances which are unnecessary since Americans stand by each other anyway when the chips are down.

You realize that the county is employing you, but that you nevertheless: (Check the best response.)

_____1. are not responsible to the county government.

_____2. may have certain requirements laid upon you by State civil defense law.

(THIS IS A GOOD TIME TO TAKE A SHORT BREAK.)

III.B.1. RELATED ADMINISTRATIVE TASKS: MANAGING THE CIVIL DEFENSE OFFICE.

FRAME 47

You do make an early visit to Mr. Boons, the Civil Defense Coordinator of a large city in a neighboring county. Though you go to see him specifically about public information programs, the conversation eventually covers many other areas of your work also.

"You know," Mr. Boons says, "I have found that the way a Coordinator manages his office will probably do as much for his reputation in the community and within the local government departments as anything else he does. For example, a simple thing like how your secretary answers the phone makes an impression, good or bad. Suppose a highly influential person in your county calls your office and asks for you. If you are not in, how does your secretary respond?"

(Check below the best response for the secretary to make.)

_____1. "I am sorry, but he is not in. I expect him during the latter part of the morning. May I have him call you?"

_____2. "He is not here. He is across the street having coffee."

_____3. "He is not here."

FRAME 48

Mr. Boons continues: "Even such a seemingly simple detail as how you arrange your office has an important influence on people. To illustrate, the reception you give people who come into your office to talk to you needs consideration. Even if you must share the office with your secretary or someone else, the furniture should be placed in such a way that you can: (Check the best response.)

_____1. have a clear view of the hall, so that you can see the people who pass by as you talk."

_____2. have a chair for visitors near your desk, where you can talk with some measure of privacy and not be in the line of foot traffic."

_____3. face the wall in order to concentrate on the conversation."

FRAME 49

You tell Mr. Boons that it had not occurred to you before, but now you can see that little things like having a chair placed where a visitor can talk with you and feel comfortable while doing so would make a different impression on him than if he had to sit where people walked between the two of you as you talked. You have visited in offices where the latter situation was the case, and you remember that you were not at ease.

"There are other things, too, about managing your office which have a terrific impact on people who contact you," Mr. Boons adds. "Suppose the County Director of the Red Cross and the Director of the County Welfare Department come into your office asking for some shelter statistics. You say you have the figures right at hand because you were looking at them just yesterday. They will leave with more respect for you if you then: (Check the best response.)

_____1. begin searching through a huge pile of papers scattered on top of your desk, eventually finding the statistics."

_____2. go to the file cabinet, pull out a folder marked 'Shelter Statistics,' and give them the figures they need."

_____3. begin searching through a huge pile of papers scattered on top of your desk, but never find the statistics."

FRAME 50

Mr. Boons goes on to say, "Many people don't think of this, but even how you handle your correspondence impresses others, one way or another. Let's say you were in need of some help from me and you wrote asking me several questions. Would you have more respect for me if I: (Check the best response.)

____1. answered your letter at once but failed to answer any of your questions except one?"

____2. did not take the time to answer your letter at all, since it came at a time when I was especially busy?"

____3. answered your letter at once, and gave courteous, helpful answers to all of your questions?"

FRAME 51

"We can't possibly cover today all of the kinds of things in office management which you will have to handle, and which will be important to you in doing a good job," Mr. Boons concludes. "However, I hope these examples we have used will help some."

As you get up to leave, you thank him, saying that you: (Check the best response.)

_____1. were now more aware how seemingly little things could influence people's confidence in you as Coordinator, and you were also more aware of the many things which managing your office included.

_____2. could not possibly hope to learn the things which seem to be required of you in dealing with the people in the community, if they are even going to notice such details as how you manage your office.

_____3. do appreciate what he has told you, but that you cannot really see why it is anybody's business how you manage your office, and that is the basis upon which you propose to operate.

FRAME 52

(Place the number of each of the office management items below in the blank before the situation which illustrates it. An item may be used more than once.)

Items

1. Preparing correspondence.
2. Managing your office staff.
3. Arranging your office.
4. Preparing reports.
5. Keeping records.

Situations

____The State Civil Defense Office asks you to send in periodic reports on all of the people who take civil defense courses in your county.

____A decision needs to be made as to where a phone will be installed in your office.

____You answer a letter from the Gray Ladies in one of your cities which asks whether or not there is anything their organization can do in the emergency operations program.

____You keep a list of all key emergency operations personnel.

____You ask your secretary to be helpful to people who come into the office.

____You share an office with your secretary and must decide where to put the only file cabinet.

____You write the Chairman of the County Commission.

FRAME 53

(Check the situations below which you think were handled correctly.)

____1. The State Civil Defense Office asks you to send in periodically the names and addresses of all the people who take civil defense courses in your county. You send the report, including only the names because you did not get the addresses from the instructor.

____2. A decision needs to be made as to where the single phone will be installed in the office which you share with your secretary. You decide on the location by yourself.

____3. A letter comes from the Gray Ladies in one of your cities, asking whether or not there is anything their organization can do in the emergency operations program. They have a Civil Defense Coordinator in their city. You talk with him about their request. He agrees to contact them. You write the Gray Ladies, thanking them and saying when their Coordinator will call upon them.

____4. You keep a current list of all key emergency operations personnel.

____5. You request your secretary to be helpful to people who come into the office but do not explain what you mean.

____6. You share an office with your secretary. You place the only file cabinet beside your desk. She gets whatever you need from the files for you.

____7. You follow the practice of regularly dictating memos to your secretary for the officials who are in the building where your office is located.

III.B.2. RELATED ADMINISTRATIVE TASKS: THE PROGRAM PAPER.

FRAME 54

The very next morning after you had seen Mr. Boons you call him and say, "I didn't know I would have to take you up on your offer of further help so soon, but what in the world is a Program Paper?"

Mr. Boons chuckles understandingly, remarking that your morning mail must have arrived, too, with the letter from the State Civil Defense Office notifying all local Coordinators that Program Papers are due in the State Office in less than a month. You assure him that he is right. He tells you that the Program Paper is supposed to be used to help you get your emergency operations program planned and organized. It is a printed form developed by OCD to: (Check the best response.)

_____1. confuse local Civil Defense Coordinators.

_____2. list the agendas for the programs of voluntary organizations within the county.

_____3. be used by local jurisdictions for planning purposes.

FRAME 55

"A printed form for planning purposes.....I don't understand," you say.

"Well, let's see if I can clear it up a little for you," he continues. "Suppose you have 50 shelters in a community. You study your local situation and figure you need ten more. You think about how you can develop them. You decide, say, that you can get a certain local supermarket to improve some space they have, and a cartage company to use a new warehouse they are building. Considering all possibilities, you feel pretty sure you can get five of the ten shelters developed during the next fiscal year. You write this down on a paper in some kind of systematic way. Well, what you have done essentially is: (Check the best response.)

_____1. said where you are in your shelter program, where you want to go, and how far along the road toward where you want to go you hope to get the next fiscal year."

_____2. confused yourself more than ever, discouraged yourself more than ever, and done nothing constructive."

_____3. performed a paper exercise which has no meaning for you or for anyone else in your local jurisdiction."

FRAME 56

You tell Mr. Boons you can see how that kind of organized thinking is useful, but what you can't see is how it relates to any printed form called a Program Paper.

"Suppose," he goes on explaining, "you write your figures down, not on just any piece of paper, but on a printed form which has organized groupings of spaces where these kinds of figures go, and that printed form is titled Program Paper. Now do you see the relationship?"

Mr. Boons tells you that the Program Paper isn't concerned with only the location of shelters. There are places on the Program Paper for all of your local emergency operations programs, such as the licensing, marking, and stocking of shelters; communications; warning; and the emergency operating center.

"Oh, I see," you reply, "when I get all through completing the Program Paper then I will have: (Check the best response.)

_____1. one piece of paper which shows in an organized way the goals we have for each of our emergency operations programs, the current status, and what we plan to accomplish during the next fiscal year."

_____2. a lot of figures which might be interesting but which won't really mean a thing to us here in the county, not as far as the practical side of getting our job done is concerned."

_____3. a piece of paper which is of no use to anyone, except that we have met another requirement laid on us by someone outside of our local jurisdiction."

FRAME 57

Mr. Boons agrees that the Program Paper will help you to think through your entire emergency operations program in a systematic way. It has also helped him in managing his time, his effort, and his resources.

"Speaking of resources," you ask, "how am I going to get all of the little towns in my county to turn in Program Papers?"

Mr. Boons tells you that in some instances of which he knows the State has each county turn in just one Program Paper which covers the county and all of its political subdivisions. The smaller cities and towns sometimes "piggy back" on the County Program Paper in this way because they: (Check the best response.)

_____1. often do not have the staff and resources which larger jurisdictions have, and therefore, they need to pool their efforts with the county.

_____2. do not have a large enough population to warrant preparation for emergency operations.

_____3. do not have the equipment required to fill out a Program Paper.

FRAME 58

You reflect on what has been said, and then add, "Even if the Program Paper is a good thing to have, I still cannot see why I have to send it in to the State."

Mr. Boons replies that most State civil defense laws throughout the United States say that the State Civil Defense Office may require reports, as necessary, from the State's political subdivisions. Also, the practical fact remains that the local Program Papers are one way the: (Check the best response.)

____1. State Offices have of demonstrating their authority over the local jurisdictions.

____2. Office of Civil Defense has of showing the State and local jurisdictions who has the most authority.

____3. State and Federal civil defense offices get a current, total picture of how a State is progressing in its preparations to cope with emergencies.

FRAME 59

Mr. Boons also suggests that when you are ready to go to work on the Program Paper for the first time you should: (Check the best response.)

____1. lock the door and consult with no one.

____2. call in the Chairman of your County Board of Commissioners and have him help with the project.

____3. call the State Civil Defense Office for assistance.

FRAME 60

(Check below the items which are true.)

The Program Paper:

_____1. covers the Federal fiscal year.

_____2. is a printed letter.

_____3. is completed and sent in to the State Civil Defense Office by local jurisdictions.

_____4. covers only the shelter program.

_____5. helps you to organize your planning.

_____6. must be prepared by every local jurisdiction in the county, each separately from the other.

_____7. includes information on many emergency operations programs.

III.B.3. RELATED ADMINISTRATIVE TASKS: PREPARING AND PRESENTING A BUDGET.

FRAME 61

Mr. Boons then tells you he has an appointment in your city later in the morning. He invites you to have lunch with him, at which time he can discuss with you some other things he has thought of since yesterday. At lunch he refers again to the Program Paper saying, "You know, you will learn more about this later, but one of the things you will have to do is prepare a budget request and present it to your County Board of Commissioners. It isn't easy to get it all lined up, know what you need money for and why, and then present convincing arguments to justify it to your Commissioners. A Program Paper helps you in this because: (Check the best response.)

_____1. you can let the Commissioners read the Program Paper, and then you won't have to explain anything."

_____2. having thought the whole program through in order to put it in the Program Paper helps you to have clearly outlined in your mind the reasons why you need the funds you are requesting."

_____3. an official from the State Office has prepared it and the Commissioners will think that an outsider knows better than you do what the County needs."

III.B.4. RELATED ADMINISTRATIVE TASKS: PROCUREMENT AND DISPOSITION OF CIVIL DEFENSE MATERIALS AND EQUIPMENT.

FRAME 62

Mr. Boons is of the opinion that you will have more success in getting the money you request in your budget if the Commissioners see you as a "good steward." "For example," he explains, "suppose when you came into your job there was some money left in civil defense funds which was designated for office equipment. You had been assigned a secretary but had no desk or typewriter for her. Wouldn't the Commissioners be more apt to respect your motives and judgment if you: (Check the best response.)

_____1. went out and bought a new desk and typewriter at once, so that the secretary wouldn't lose any valuable time in getting to work?"

_____2. looked in the local newspaper classified ads and found a second-hand desk and typewriter which you then purchased for her?"

_____3. checked first to determine whether the county already had a desk and typewriter which could be assigned to her?"

FRAME 63

Mr. Boons advises you further, "You see, what you procure in the way of civil defense materials and equipment and how you use it, even just office supplies, postage, and phones, makes an impression on the local government people and on the community. It will affect how they feel about your budget requests, too. If you give them the idea that you are trying to build an empire, you are going to get off on the wrong foot. The best plan is to keep the cost as low as possible, so it becomes an insurance proposition for them. It is a matter of judgment and salesmanship on your part; but you do have a responsibility, nevertheless, to: (Check the best response.)

_____1. recommend what civil defense materials and equipment are really needed and then to procure and use them wisely."

_____2. build up a large civil defense organization in order to impress the local government departments and the State that civil defense is here to stay and it should be respected accordingly."

_____3. get as much of the money budgeted as you can, whether you really need it right now or not, in order to have some funds on hand just in case something comes up which you will need to procure."

III.B.5. RELATED ADMINISTRATIVE TASKS: ASSURING SURPLUS PROPERTY AND FEDERAL FINANCIAL ASSISTANCE ELIGIBILITY

FRAME 64

As your conversation continues, you appreciate more than ever how helpful it has been to have the benefit of Mr. Boons' experience. He tells you next that there are a couple of other areas which tie right in with the whole idea of budget, and of procuring and using civil defense items. These areas are the Office of Civil Defense Federal Surplus Property and Federal Financial Assistance Programs. These programs provide Federal help on many emergency operations projects, and you are responsible to use this assistance to your county's advantage, provided it is eligible to participate in the programs.

"For example," Mr. Boons explains, "take the Federal Surplus Property Program. Each State operates a State Agency for Surplus Property (SASP) where certain items which have been declared surplus to the needs of the Federal Government are: (Check the best response.)

_____1. accumulated before they are destroyed.

_____2. sold to the highest commercial bidder.

_____3. made available to local jurisdictions for civil defense, education, and health purposes.

FRAME 65

You say to Mr. Boons: "Let me see, what you have said is that the Office of Civil Defense has Federal surplus property which is available to my local government, and some of that property is available for civil defense purposes ONLY. Then I must be the one my local government officials should come to with requests for Federal surplus property items which they need for emergency operations. Is that right?"

Mr. Boons replies: (Check the best response.)

_____1. "Yes, and you request the items through the State Civil Defense Office."

_____2. "No."

_____3. "I don't know who is responsible for getting it for them."

FRAME 66

Your interest picks up, but you wait to hear how this ties in with the budget. Mr. Boons gives an example of how the Office of Civil Defense (OCD) Federal Surplus Property Program works for him and he relates the program to his budgeting process. In the past if there had been an electric power failure in his city during an emergency or a disaster, the Water and Sewer Department had no way to handle sewerage except to dump it in the river running through the city. Such a practice could cause wide-scale pollution and disease. So Mr. Boons helped the Water and Sewer Department obtain an auxiliary diesel-driven generator through the OCD Federal Surplus Property Program, and at a fraction of its original cost.

Mr. Boons has helped his other city departments, also, to get required items this way. He thinks that such cooperation on his part in getting OCD Federal surplus property for the city for emergency operations purposes is really: (Check the best response.)

_____1. one way to keep ahead of the State and Federal Governments.

_____2. tied to his budgeting process because he refers to it at budget time, showing the city officials that he has helped them save money.

_____3. really not his responsibility, but he does it in order to appear to be cooperating with the departments of his local government and to be accepted by them.

FRAME 67

"Is my county eligible to receive Federal surplus property through OCD?" you ask.

Mr. Boons replies that the State Civil Defense Office certifies local jurisdictions for eligibility for Federal Surplus Property for civil defense purposes. He says further that it is your responsibility to see that your county meets the requirements for eligibility. He suggests that you discuss whether your county is eligible, or how it can be made eligible, with the: (Check the best response.)

_____1. Governor of the State.

_____2. County Board of Commissioners.

_____3. State Civil Defense Office.

FRAME 68

Lunch is almost over, but Mr. Boons adds a parting thought. He doesn't think your predecessor ever got around to submitting a Program Paper. However, you should consider it carefully, because it may be possible that your salary can be partly paid by Federal funds after the county submits a Program Paper and is otherwise eligible. He asks whether you know, also, that when your county meets certain requirements, there are other things--such as new communications equipment, warning devices, or an emergency operating center--which can be partially financed for you by the Office of Civil Defense: (Check the best response.)

_____1. Emergency Operations Planning Program.

_____2. Community Shelter Program.

_____3. Federal Financial Assistance Program.

FRAME 69

Mr. Boons cites an example of OCD Federal financial assistance. He wanted closer liaison with the large police department in his city, but the police personnel were all too busy to be assigned liaison work and Mr. Boons had no one in his office who could do it. Finally he worked out an agreement with the Police Department whereby they would hire a new employee who would work half of the time for the Police Department and half of the time for the Civil Defense Office, with Federal matching funds paying part of his salary. Mr. Boons says he knew that the money was available from the Federal Government, because he had checked the requirements and regulations with the: (Check the best response.)

_____1. City Attorney.

_____2. City Manager.

_____3. State Civil Defense Office.

FRAME 70

You reply that you now see the connection between this and your budget request. If the Federal Government shares with your county the cost of such things as salaries, emergency operating centers, and necessary equipment, then the county officials should: (Check the best response.)

_____1. be shown at budget request time that supporting a civil defense budget really saves them money in the long run in their preparations for emergency operations.

_____2. appreciate you more, as well as the things you are trying to do to help them, and perhaps show it by budgeting for a salary raise for you and for more people to assist in your coordinating functions.

_____3. figure out what equipment they would like to have, even though the equipment might not be necessary; they should budget for half of it and try to get the Federal Government to pay the other half.

FRAME 71

(Check the situations below in which you, as County Civil Defense Coordinator, would have administrative responsibility to take some kind of action.)

_____1. The County Fiscal Officer wants an advance estimate from all of the county officials on what the operating costs for their offices will be for the next fiscal year.

_____2. The county decides to purchase some additional dictaphones for its equipment pool.

_____3. The Sheriff wants to get some radio equipment for emergency operations from the State Agency for Surplus Property.

_____4. The State Civil Defense Office says that your county did not indicate on its Program Paper what it plans to do about a warning system.

_____5. An extra file cabinet has to be purchased for your office.

_____6. A Commissioner asks whether regulations would let you buy the file cabinet out of OCD Federal Financial Assistance funds.

_____7. The Chairman of the County Commission asks why there is an item in the budget for a $200 transceiver for the EOC.

_____8. The Chairman of the County Commission asks for a further explanation of the Sheriff Department's budget, since that department has a request in for an additional patrol car.

END OF UNIT III

UNIT III--BEST RESPONSES

FRAME/RESPONSE

1. 1
2. 2
3. 3
4. nuclear disaster
natural disaster
man-made disaster
major emergency
5. 3
6. 1
7. 2
8. 1
9. 3
10. 3
11. 2
12. 3
13. EOC & communications
Warning system
Emergency ops. plans
Advise on emer. ops.
Resources data
Informational materials

FRAME/RESPONSE

14. 2
6
5
4
1
3
15. 3
16. 2
17. 1
18. 2
19. 3
20. 1
21. 3
22. 2
23. 3
24. 3
25. 1
26. 5
9
1
2

FRAME/RESPONSE

(cont'd)
3
7
6
8
4
27. 1
28. 2
29. 1
30. 3
31. 1
32. 1
33. 3
34. 5
4
3
1
2
6
35. 3
36. 2

UNIT III--BEST RESPONSES (continued)

FRAME/	RESPONSE
37.	1
38.	3
39.	1
40.	3
41.	2
42.	4
	1
	5
	2
	3
43.	1
44.	2
45.	3
46.	2
	1
	2
47.	1
48.	2
49.	2
50.	3
51.	1
52.	4
	3
	1
	5
	2
	3
	1
53.	3
	4
54.	3
55.	1
56.	1
57.	1
58.	3
59.	3
60.	1
	3
	5
	7
61.	2
62.	3
63.	1
64.	3
65.	1
66.	2
67.	3
68.	3
69.	3
70.	1
71.	1
	3
	4
	5
	6
	7

THE CIVIL DEFENSE DIRECTOR/COORDINATOR: AN ORIENTATION TO THE POSITION

UNIT III TEST

TEST TYPE: Multiple Choice

NUMBER OF QUESTIONS: 10

VALUE OF EACH QUESTION: 10 points

DIRECTIONS:

1. Locate your student number on the cover of this textbook.

2. Select an answer card from those included in your instructional materials and enter your name, address, zip code, STUDENT NUMBER and UNIT NUMBER in the spaces provided on the card.

3. Each test question is followed by four possible responses. The questions are designed so that more than one of the four possible responses may appear to be correct. However, in each question there is one response which is better than the other three. Select the one (only ONE) which best answers the question. Make your selection on the basis of information given in Unit III, not on the basis of your local situation.

4. Mark the answer you have selected on the answer card, using a soft lead pencil. Make a heavy mark completely covering the space between the lines of the answer you select. For example, if your answer for the first question were "a," you would mark the answer card as follows:

   a b c d

   1. ■ ═ ═ ═

5. Mail the completed answer card; it is self-addressed and postage paid.

1. Another Coordinator refuses to join the State Association of local Civil Defense Coordinators. He thinks that other Coordinators cannot understand the problems of his local jurisdiction and the Association would be of little value to him. You explain that the Association could be of help:

    a. even though the functions of his job do vary greatly from the functions of other local Coordinators.

    b. because the functions of his job have everything in common with the functions of other local Coordinators.

    c. because most of the functions which he performs other local Coordinators also perform.

    d. because the local Coordinator's job does not vary in complexity and scope from one jurisdiction to another.

2. Your superior asked for a certain report by a definite date. You have no office help, and with all there was to do you forgot to turn in the report. In thinking about the problem later, you decide that you:

    a. were justified in forgetting the report considering your workload, and that your superior probably realizes this.

    b. will explain to your superior that the press of duties made you forget the report, and then get the report in at once.

    c. will not excuse yourself, since you should have had your office organized with a system which would help you remember deadlines.

    d. will apologize for the delay and use the incident as an example of your need for office help.

3. A member of your community expresses doubt that enough shelters will ever be found in the jurisdiction to protect the citizens from fallout. You talk to him about the shelter program, explaining that your job with relation to the shelter program includes:

    a. making plans for using shelters that are available.

    b. developing additional shelters.

    c. informing the citizens of the need for adequate shelters.

    d. doing all of the things listed in a, b, and c above.

4. The primary purpose of an emergency operating center is to provide a facility for:

   a. fallout protection for key government officials.

   b. gathering of emergency information.

   c. direction and control activities.

   d. housing and communications equipment.

5. An influential citizen from your jurisdiction is quoted in a local newspaper as saying that, as far as he knows, no one is doing anything to prepare the local government for operations during any kind of an emergency. You are concerned because you:

   a. wonder how effectively you have done your job.

   b. feel that local government officials should have kept the public better informed.

   c. think he should be responsible enough to find out for himself what the local government is really doing.

   d. have no responsibility in a situation like this and feel that such responsibility should be given to you.

6. Your Chief Executive says that if your jurisdiction ever had a flood like those known in some parts of the country, let alone fallout from a nuclear attack, the result would be chaos. You reply that the best way for your jurisdiction to guard against such chaos would be for it to:

   a. preposition emergency operations equipment and resources.

   b. assign people to emergency jobs and train them.

   c. give you authority to direct the local government departments in what they should do to be ready.

   d. plan now for the use of all resources available.

7. The Chief of the Department of Public Works asks you to get the Department some street marking equipment through the State Agency for Surplus Property. Your best response would be that you will:

   a. be glad to do this for him.

   b. check with the Chief Executive to get his OK for you to do this.

   c. try to do this, if the equipment can be justified as being needed for civil defense purposes.

   d. do this for him, if the State Civil Defense Surplus Property Agency has any street marking equipment available.

8. Your Chief Executive asks you to attend a publicized meeting of representatives from the cities and counties of your metropolitan area. The purpose of the meeting is to discuss plans for coping with the effects of floods. You feel:

   a. willing to go, but reluctant to take time from your other pressing duties to attend a planning session.

   b. regret that you were not the one to find out about the meeting and alert the Chief, since taking part in area planning for emergency operations is one of the things you are appointed to do.

   c. pleased, since others who have been in your local government longer probably know the locality better and could have been selected to go.

   d. reluctant to attend, because you are not sure you will be able to answer all of the questions you might be asked on planning for emergency operations.

9. With regard to responsibility for staffing and training for emergency operations, you have:

   a. minimal responsibility.

   b. full responsibility.

   c. responsibility for consulting the department heads in all areas of emergency staffing and training, to determine needs and meet them.

   d. responsibility to consult with the department heads about some areas of the staffing and training and to cover the other areas yourself.

10. Your Chief Executive asks you whether you are ready to explain to the local budget review people the items in the area of emergency operations for which you will require funds during the next fiscal year. You reply that you will be able to do so as soon as:

    a. you can have a meeting with the State Operations Officer to outline what is needed locally.

    b. you can get the details of what is needed in emergency operations outlined, as on a Program Paper.

    c. the departments of local government tell you what they want purchased.

    d. you can get your general emergency operations goals in mind.

UNIT 4

STAFF COLLEGE OFFICE OF CIVIL DEFENSE • DEPARTMENT OF DEFENSE

KNOWLEDGE:
What Do I Need to Know to Get Started in My Job?

UNIT IV. KNOWLEDGE: WHAT DO I NEED TO KNOW TO GET STARTED IN MY JOB?

A. Early tasks in your office.

1. Items requiring attention first. (Frames 1-18)
    - a. Who appointed you.
    - b. To whom you report and how.
    - c. Whether funds have been appropriated to operate the program, and how much.
    - d. Whether you have office space, furniture, equipment, supplies.
        - (1) Minimum immediate requirements for these things.
        - (2) Sources from which you may get them and how.
    - e. Whether you have an office staff.
        - (1) Whether you may hire secretarial and other help.
        - (2) Whether they are hired under a merit system or not.
    - f. Whether sources of volunteer office assistance are already available, if you have no paid staff or funds.
2. Items related to setting up your office. (Frames 19-33)
    - a. Set up your office in conjunction with your secretary, if you have one.
    - b. Go through the present files and documents in the office, if there are any.
        - (1) To get a history of civil defense in the community.
        - (2) To acquaint you with on-going emergency operations programs.

    c. Set up at least a temporary filing system at once.
    d. Set up filing system for printed materials.
    e. Set up filing system for Federal Civil Defense Guide.
    f. Keep daily log of all significant incoming mail.
    g. Establish Surplus Property Card File.
    h. Establish Civil Defense Equipment File.

B. Early tasks in connection with the local government organization.

  1. Determine what is expected of you by your Chief Executive, using a job checklist. (Frames 34-40)
    a. Determine what degree of authority is delegated to you and how.
    b. Determine how you are expected to work with the department heads within the local government.
      (1) How the Chief Executive expects you to relate to them, staffwise and operationally.
      (2) Whether the department heads themselves understand how the boss expects you to work with them.
  2. Familiarize yourself early with organizational structure of your local government. (Frames 41-49)
    a. Become familiar with the functions of local government departments.
    b. Schedule a courtesy call with each department head and discuss briefly how you can assist him.
    c. Determine who within the local government is the one to give you legal assistance.
      (1) Who must be kept informed of legal requirements affecting civil defense actions of local government.
      (2) What civil defense ordinances exist.

d. Determine whether a Civil Defense Advisory Council exists or whether one should be organized.

C. Early tasks in connection with local program planning.

1. Determine what types of disasters could strike your community. (Frames 50-52)

2. Determine early what concept of emergency operations the community has; whether there is a plan for coping with possible disasters, and if so, whether it is backed up with an organizational structure and standing operating procedures. (Frames 53-56)

   a. Begin to analyze whether those plans really represent what the community should do in a disaster situation.

      (1) Whether present plans must be revised or cancelled and by whom.

      (2) Whether additional plans must be made and by whom.

   b. Fit planning for all disasters into the overall emergency operations plan, including checklists of emergency actions to be taken to implement the plans.

      (1) Make temporary plans for immediate use and checklists to implement the plans.

      (2) Continue work toward more permanent plans for the future.

3. Determine what resources the jurisdiction has or needs to minimize the effects of possible disasters. (Frames 57-61)

   a. Begin the preparation of lists of available manpower, materials, supplies, equipment, and facilities.

      (1) Encourage each department of local government to make its own lists, assisting and advising them as necessary.

      (2) Encourage each organization in the private sector of your jurisdiction to make a list, assisting and advising them as necessary.

(3) Coordinate all lists into a total master resource list.

b. Compare what you have with what is needed and begin to plan ways to develop the balance.

4. Begin planning for future tests of the emergency operations plans to be sure they will work. (Frame 62)

5. Make an outline of the work to be done. (Frames 63-70)

a. Determine what part of the job you must do and what others can do.

(1) Departments of local government.

(2) Private sector.

(3) Other government agencies represented in your jurisdiction.

b. Set priorities for yourself.

(1) Establish what you should do, and not do, the first day; the first week; etc.

(2) Begin to look ahead to what you can reasonably expect to get done in the first six months.

D. Local budgeting and finance.

1. Budget planning. (Frames 71-82)

a. The budget is a financial plan.

b. Preparing and presenting a budget may be one of your most important and demanding tasks.

(1) Become familiar with the process as it is used in the local government structure.

(2) Learn early what informal and formal sources of help in preparing the budget are available to you.

c. The historical record of the budget process within the community is important.

(1) Note the amounts and purposes for which money has been spent by other departments of local government.

(2) Study the pattern of funds appropriated and spent for civil defense over the years.

(3) Be aware that tradition has a powerful influence.

d. The civil defense budget would be comparable to a budget from any department of your local government.

(1) Remember you are a coordinator here also.

(a) Help other departments pull together their departmental needs for emergency operations, as required, and to make provision for the defense of these items in their budgets.

(b) Fill the gaps by budgeting separately from the other departments for items unique to your office or not logically assignable to them.

2. Budget preparation. (Frames 83, 84)

a. Submit your budget in the particular format required by your jurisdiction.

b. List the needs you have for salaries, services, supplies, and non-recurring items of capital equipment, such as sirens, etc.

c. Provide written explanations (or backup) for why the items are needed and how they will be used.

3. Budget presentation. (Frames 85-88)

4. Budget bookkeeping and audit. (Frames 89-99)

a. Budgeting includes legal requirements.

(1) Expenditures must not exceed authorized appropriations.

(2) The budget must be prepared, submitted, and executed within certain dates.

(3) Budgeted funds must usually be expended for only the items for which they are requested.

b. Periodic reports and audits are required.

(1) Suitable accounting for public funds must be made.

(2) Receipts must be obtained and filed when any appropriated funds are spent.

(3) Simple but adequate records of the money you had, the money you have spent, and the money you have left on hand must be kept.

(4) An annual report which shows that you have used well, and for the purpose requested, the money which was given to you will help in future budget requests.

(SUGGESTED BREAKS: FRAMES 49 and 70)

UNIT IV. KNOWLEDGE: WHAT DO I NEED TO KNOW TO GET STARTED IN MY JOB?

Now that you are a Civil Defense Coordinator and are aware of some of the kinds of work you will be responsible for, one of your first questions will undoubtedly be, "With all that I have to do, where do I start? How do I begin to make sense of this job of coordinating and advising my local government organization in its preparation for emergency operations?"

Unit IV of this course will give you information in some special areas of knowledge which will help you to begin:

1. setting up and organizing your office;
2. familiarizing yourself with the local government departmental structure and function;
3. planning for emergency operations; and
4. planning for preparation and presentation of a budget request.

IV.A.1. EARLY TASKS IN YOUR OFFICE: ITEMS REQUIRING ATTENTION FIRST.

FRAME 1

The Chief Executive of your local jurisdiction phones to ask you to take the position of Civil Defense Coordinator. He tells you what the job is and what the salary will be, explaining that the jurisdiction has had a part-time Coordinator only who is now moving away. Since you are relatively new to the locality, the call catches you "cold." However, the Chief Executive asks you to think about the offer and to get in touch with him sometime within the next two days, because he has to have a report in to the City Commission soon.

After you hang up the phone, you wonder, "Why does he have to report to the City Commission if he is responsible for hiring me?" If you are to be the Civil Defense Coordinator, the answer to this question seems important to you, and you really want to know at once: (Check the best response.)

_____1. whether reports go to the Commissioners on all newly hired city employees.

_____2. who would be hiring you--the Chief Executive or the City Commission?

_____3. how many city commissioners there are.

FRAME 2

The more you think about who would be responsible for hiring you, that is, to whom you would be responsible, the more important it becomes in your mind. To you, the job would be a lot different if you reported only to one person than if there were several persons to whom you were directly responsible, all of whom had different ideas about what you should be doing and how you should do it.

You go to see the former Coordinator before he leaves the city. He tells you that the City Commission hires the local government department heads, including the Civil Defense Coordinator. He doesn't really know who the Coordinator should report to. Nobody ever made it a point to tell him. That, in fact, is one of his big complaints: nobody ever told him anything. He has never even met some of the city commissioners and has never attended a City Commission meeting.

As the former Coordinator talks, you make a mental note that you won't sit and wait for somebody to tell you what you need to know. If you take the job, the first thing you need to do is to: (Check the best response.)

_____1. find out to whom you report.

_____2. report that the former Coordinator was unhappy.

_____3. make sure the city commissioners treat you better than they did the former Coordinator.

FRAME 3

After you have returned home from talking to the former Civil Defense Coordinator, you decide you will probably take the job. Right away you make a list of things you want to find out during the first day or so at work, and heading the list is the question, "To whom do I report?" Trying to organize your thoughts, you ask yourself, "Why do I need to know to whom I report, in other words, to whom I am responsible?" You think of several reasons:

1. You need to know the kind of people you are dealing with, get acquainted.
2. You need to know what they expect from you, and what you can expect from them.
3. You need to sit down with them and get procedures set up for how you will work together.

You make up your mind that when you call the Chief Executive to say you will take the job you will not only ask to whom you report, but you will also find out: (Check the best response.)

_____1. how much personal prestige goes with the job.

_____2. how and when you will report.

_____3. what the fringe benefits of the job are.

FRAME 4

Thinking further, you decide that it might be a good thing if you had some suggestions ready for the Chief Executive on how and when you should report, rather than just waiting to be told everything. You go over different methods in your mind. You could just go and talk to your boss at random, whenever the need came up. Or you could meet with him regularly, every month, for example, for an informal visit. Or you could prepare a written report.

Finally, you settle on the idea of a monthly written report. It would be an account of the things that you have done during any given month and a forecast of what you would expect to accomplish during the next month. You choose the monthly written report as the procedure you prefer because: (Check the best response.)

_____1. your secretary can prepare a written report and save you the time you would otherwise spend in a meeting, time which would sometimes be largely wasted.

_____2. a written report is usually more impressive; more than that, when there is little to report, it will save you the embarrassment of having to say so in a face-to-face meeting with your boss.

_____3. it will provide a permanent record for both you and your boss of what you are doing--helping you to organize yourself and evaluate your progress, helping him to understand your activities better.

FRAME 5

When you call the Chief Executive to say you will take the job, he asks you to come in to see him that same afternoon. After introductions and preliminary conversation, he says, "Our mutual friend, Jim Gown, who recommended you, tells me that you are a good manager, so I am sure one of the first things you are waiting to hear is who your boss is. I know the situation differs from one city to another, but here I am responsible to the City Commission and you serve as a staff man for me, reporting to me."

When you inquire as to the procedure for reporting, he asks whether you have any suggestions. He is pleased when you present the idea of a monthly written report which would include among others such things as the emergency operations programs you have worked on, the meetings or conferences you have attended, and the civil defense training which you have conducted or taken. He feels that such a report would also be of special benefit to you because it would: (Check the best response.)

_____1. automatically rule out the need for any kind of personal meetings, discussion or conversation between the two of you.

_____2. help you in the preparation of your annual reports and budget backups.

_____3. eliminate his having to be concerned about your civil defense program and activities.

FRAME 6

The Chief Executive goes on to say that on a day-to-day basis he will also be available for consultation with you as it is required. He then asks whether it would be possible for you to come with him that evening to the City Commission meeting. He would like to introduce you to the Commission members, since they are the ones who officially hire you. You are glad to be able to attend the meeting because: (Check the best response.)

_____1. you feel it is important to establish good relations as early as possible with the members of the City Commission.

_____2. it gives you a sense of importance to associate with members of the City Commission.

_____3. you have always been curious about what goes on at such a meeting.

FRAME 7

You go to the Commission meeting with the Chief Executive. You meet the Commission members. They tell you that one of their big complaints against the Civil Defense Office in the past was that they had set aside some funds for civil defense and, though they tried, they never could get a satisfactory accounting of what was done with the money. There is just enough left for your salary and that of a part-time secretary, up to the beginning of the next fiscal year. At that time the Commission will budget funds for your office.

So far the meeting with the Commission members has answered two big questions which you had placed high on the list you made of things you needed to find out right away. They were: (Check the best response.)

_____1. "Will the Commission members like me, and will I enjoy the meeting?"

_____2. "Will the Commission members be frank with me, and are Commission meetings open or closed to the public?"

_____3. "Is any money available for operating my office; if so, how much?"

FRAME 8

Your meeting with the city commissioners has also emphasized something else of importance to you. That is, you will have to be careful how you spend and report on any money which is appropriated for your office. You were made to realize this by the: (Check the best response.)

_____1. fact that your job was considered important enough for you to be allowed to attend a meeting of the City Commission.

_____2. positive way in which the commission members had responded when the Chief Executive introduced you as the new Civil Defense Coordinator.

_____3. displeasure the commissioners showed about not being able to get a satisfactory accounting for the funds which the former Coordinator had received for his office.

FRAME 9

You finish the meeting with the city commissioners wondering what you will ever be able to do to prepare the city for emergency operations, if your office has no funds. Then you remember having read a newspaper article several months earlier in which the Civil Defense Coordinator in one of the larger cities in the United States explained his exceptionally low budget. He was able to operate on such a low budget because he used his office only as a *staff office*. This meant his office assisted the existing departments of city government, as well as private organizations within the city, to prepare for *their* handling of the emergency operations of the city. Remembering this, you: (Check the best response.)

_____1. take heart, determining to get the job done as inexpensively as possible, by using your office as a staff office.

_____2. become discouraged, because if a large city gives civil defense no more money than that, what could your little city ever give you.

_____3. seriously consider not taking the job as Civil Defense Coordinator after all, because city officials do not seem to be inclined to pay the high extra cost which you know is involved in getting quality protection for emergencies.

FRAME 10

After having heard the budget discussion at the Commission meeting, you are almost reluctant to ask your Chief Executive whether or not you have an office, furniture, equipment, or supplies. These are more items at the top of your list of things to inquire about. But the Chief Executive realizes you need to know some things like this at once in order to get started in your job. As you leave the meeting together, he says to you: "Monday will be your first day on the job. Why don't we drop by the room you will be using for an office? It is right in this same building."

While you walk, he explains that the former Coordinator operated out of his own office, since he was a business man and spent only part of his time on civil defense. The City Commission has now authorized that you, as full-time Coordinator, be given an office which connects with the City Engineer's office. It is small, but will do for now. Later, if all goes well, he hopes to make better arrangements for you. You feel: (Check the best response.)

_____1. a little apprehensive about your status in the city government if you are given an office which is smaller than those the department heads occupy.

_____2. a little resentful that you should be asked to take a job which provides you with only a small office and only a part-time secretary.

_____3. grateful that the Chief Executive understands that you need to know at once such things as whether or not you have office space, and if so, where it is located.

FRAME 11

When you and the Chief Executive walk into your new office for the first time, you find a desk piled high with unopened mail, papers, and pamphlets. There is also a file cabinet, a chair, some pasteboard boxes bulging with files and papers, and nothing more. With your first glance you can see that you will: (Check the best response.)

____1. be able to operate only an inadequate office under such conditions, and that you might just as well say so.

____2. need a telephone, typewriter, paper, and other office supplies, as the very minimum immediate requirements, and right now is a good time to find out how to get them.

____3. be unable to work in an office which not only does not have a rug but has furniture which is old and inadequate.

FRAME 12

You ask the Chief Executive whether there is a way in which you can get things like a telephone, a typewriter, and office supplies. He tells you to make a list of your immediate needs and bring it to him. He will fill your initial request from materials on hand, or purchase the items from miscellaneous funds. He goes on to add: "I know that the situation varies from one jurisdiction to another, but in our city the City Clerk is the one who pays the bills for the city departments, and all invoices and requisitions for payment from budgeted funds must go through him."

You had placed on your list of things to do right away a reminder that you should find out the procedure for getting items you would need. You now make a mental note to: (Check the best response.)

_____1. be sure and get acquainted with the City Clerk in order to make certain that you get your share of budgeted funds in the future.

_____2. avoid the City Clerk so that you will not have any knowledge of, or responsibility in, the area of procurement.

_____3. contact the City Clerk soon in order to learn the details of the procedures you should follow in the procurement of goods and services, when budgeted funds become available to you in the future.

FRAME 13

While you and the Chief Executive stand in your office talking, you think of what the City Commission members said about funds being available for a part-time secretary. You wonder what would be the best way to bring the subject up in your conversation. Since this is another point on your list of things to be done at once, you decide to simply ask the Chief Executive in a straight-forward way whether: (Check the best response.)

_____1. he would mind staying and talking with you a while longer this evening, since you have a lot of things about which you are confused.

_____2. he thought that the meeting with the City Commission was satisfactory, and whether the things they talked about with you were pertinent.

_____3. you are free to hire a part-time secretary, how you go about hiring her, and whether she would be hired under a merit system.

FRAME 14

As it turns out, the Chief Executive is glad you have asked him how to go about hiring a secretary, because he has been meaning to discuss this with you. He suggests that you run an ad in the local newspaper. He tells you that the city does not hire its employees under any kind of merit system. He wishes it did. He has just heard that, if a local jurisdiction submits an acceptable Program Paper (he isn't sure what a Program Paper is) and hires its civil defense personnel under a merit system plan, then the Federal government will pay half of their salaries. He is hazy on the whole idea and suggests that you get the details for him as soon as you can by: (Check the best response.)

_____1. contacting the State Civil Defense Office, because it supplies information to local jurisdictions on the regulations governing the hiring of civil defense personnel under a merit system. It also helps local jurisdictions to qualify under the merit system for Federal matching funds for civil defense salaries.

_____2. going to the library and trying to find some reading material which will explain what the rules, regulations and procedures are for obtaining Federal matching funds for civil defense personnel.

_____3. talking to the City Engineer in the morning, since you have an office adjoining his, to see whether or not he has read or heard anything on the subject of Federal matching funds for salaries of civil defense personnel.

FRAME 15

You are extremely interested in what the Chief Executive is saying about the possibility of obtaining Federal matching funds for the salaries of civil defense personnel. You suggest to him that: (Check the best response.)

_____1. you could call the City Engineer yet that night, except you do not know his name or phone number.

_____2. if you called your wife and asked her to, she could go to the library yet that night, since it is close to your home and she could get there before it closed.

_____3. when your jurisdiction qualifies for Federal matching funds for civil defense salaries, then more of the money budgeted by the city for civil defense can be used for things other than salaries.

FRAME 16

The Chief Executive agrees that obtaining Federal matching funds would save the city money. He goes on to say, "But meanwhile you go ahead and advertise for a secretary. If there is any delay in getting one, perhaps we can find some temporary volunteer office help. You might ask Mary Kenner, the City Engineer's secretary, about this. I believe she belongs to some local secretarial association and probably could give you some help on whom to contact."

This sounds like good advice to you because you: (Check the best response.)

____1. feel tired from the long day and would like to let any further planning wait until tomorrow, if it possibly can.

____2. have on your list this very point of inquiring about the possibility of volunteer office help, in case a secretary could not be hired.

____3. prefer that someone else take the responsibility for obtaining help for your office.

FRAME 17

On the morning of your first day at work you meet the City Engineer's secretary, as you go through her office to get to yours. You tell her that you are planning to advertise for a part-time secretary and discuss with her the possibility of temporary volunteer help. She recommends her sister who is looking for a part-time job. You hire the sister and arrange for her to begin the next morning. Now you can turn your attention for the rest of the first day to: (Check the best response.)

_____1. listing your immediate office requirements, as the Chief Executive requested, and then actually getting the items into your office.

_____2. deciding whether you were wise to have taken the job, since the work now appears more complex than you had thought it would turn out to be.

_____3. walking around the building in which your office is located to see just what kind of office space the other departments have.

FRAME 18

(Take a moment out for review. On the list below, check those items which we have said you should determine as soon as possible after you take a Civil Defense Coordinator position, perhaps on your first day.)

_____1. Who appointed you.

_____2. Whether you have an office.

_____3. To whom you report and how.

_____4. What your immediate supervisor's salary is.

_____5. Whether your office is as good as those which other department heads occupy.

_____6. Whether you have a secretary or other staff.

_____7. Whether your secretary is hired under a merit system.

_____8. Whether your typewriter is electric or manual.

_____9. Whether your office has any funds with which to operate.

____10. Whether you have office furniture, equipment, supplies; and if not, where to get them, and how.

IV.A.2. EARLY TASKS IN YOUR OFFICE: SETTING UP YOUR OFFICE.

FRAME 19

On the morning of your second day at work, you talk with your new secretary about the tasks which need to be done in the office. The day before you had already begun to go through the unopened mail and papers on your desk, noting what was there, and stacking it in a neat pile at one side of the desk. Now you say to your secretary: (Check the best response.)

____1. "We really aren't going to try to set the world on fire our first day. We'll look things over and then cut out early. This work will always be here and there is no need to push that hard to get it done."

____2. "None of this stack of stuff seems to make much sense. Maybe we should file it in the wastebasket, so we can start with a clean slate, and not have to worry about a lot of old materials which somebody else accumulated."

____3. "Yesterday I began going through this unopened mail. I found that just looking at it told me quite a lot. Why don't you glance through this stack that I have already seen while I am opening the rest. We can begin to get acquainted with civil defense programs and activities this way."

FRAME 20

When you have finished opening the mail, you go to the boxes of file folders and papers which were left by the former Civil Defense Coordinator. The boxes are piled full. The materials are not filed in any organized way. You groan audibly. Your secretary suggests that the two of you work together in setting up some kind of a filing system. You agree because: (Check the best response.)

_____1. you do not have the patience to cope with the problem, and you would rather someone else had responsibility for this kind of detail.

_____2. she will probably have good suggestions to make as you work on them, and both of you will be learning.

_____3. you have never seen so many pieces of paper in your life, and you have no interest in files and filing systems.

5

FRAME 21

In the first armful of materials which you take out of the file boxes, you find a book containing records of the city's original civil defense organization, with names of participants and minutes of meetings. You show the book to your secretary, saying, "We may have reason to contact these people some day. From their titles, many of them seem to be people of influence, and they may be able to help us."

As you continue the job, you feel more sure than ever that going through the files and documents which are in the office is: (Check the best response.)

_____1. not the most interesting thing you might think of to do and you should have let your secretary do it alone.

_____2. one good way to get some of the history of civil defense in the community.

_____3. a time-consuming project which might in the long run add up to some wasted effort.

FRAME 22

As she sorts papers, your secretary comes upon some lists of names which look like rosters for shelter management training courses. Then you find an envelope marked "Shelters" which contains shelter management plans. You continue to work and sort, realizing that you are becoming acquainted with some of the on-going emergency operations program in the city. You say to your secretary: (Check the best response.)

_____1. "Going through these files is not only going to give us a history of civil defense in the city, but it is going to help us know what is currently being done to prepare our community for emergencies."

_____2. "Maybe we are spending too much time on going through this material, since we are so new on the job. Maybe we shouldn't set up any files anyway for a few weeks."

_____3. "Maybe we shouldn't be going through these files; if we don't know what is going on in the program, we could always plead ignorance and get away with it."

FRAME 23

Your secretary continues to work, stacking the materials she has been sorting into several different groupings. You ask why she is placing them in the separate stacks.

She replies: (Check the best response.)

_____1. "I guess it just seemed easier to me, because when I stack one pile too high, the papers slide all over the desk."

_____2. "It just happened that I did it that way; I really had no reason."

_____3. "I have put all the items on one subject together in one grouping; then later we can make a temporary file folder to hold each group."

FRAME 24

You ask your secretary what she means by "temporary" folders. She says that she can use some of the file folders which you got the day before and just label them with broad categories for right now. Then gradually, as you both get acquainted with the work and are more sure of how the materials should be filed, permanent labels can be put on the folders.

After this explanation she asks, "How will we know what to label the temporary folders?"

You tell her that you have been thinking about this already. Yesterday on your desk you found a document which was part of a publication called the Federal Civil Defense Guide. The document you found included a "Table of Contents," which really seemed to be an outline of the elements of a complete civil defense program. You have been thinking that you would: (Check the best response.)

____1. read the document sometime later, if the pressure of work ever lets up.

____2. ignore the "Table of Contents," since you probably would not be able to understand any part of the Federal Civil Defense Guide if you did read it.

____3. use the headings in the "Table of Contents" as temporary categories for labeling folders.

FRAME 25

Your secretary is enthusiastic about your suggestion for using the categories in the "Table of Contents" for labeling the file folders. She says she will add a few administrative files as necessary, like one for paid invoices. You commend her idea and say that had you contacted the State Civil Defense Office you could have asked them what categories to use for setting up a filing system. Or, if you had found an emergency operations plan for the city, you might have used the headings from that. These were two additional sources for filing categories which you could have used if you had not decided to use the "Table of Contents."

You then change the subject to say, "I am really glad that you have separated the printed materials into different groups, with all of one kind of information bulletins together, all directives together, and so on. When we get the sorting done, I wish you would: (Check the best response.)

_____1. just use your own judgment and throw most of the printed materials away, because I am sure we probably will have little use for them."

_____2. set up three-ring binders for the printed materials and directives, putting all those of a kind together by date, or in some other systematic way."

_____3. read all of the printed materials and prepare to tell me what they contain, so that I will not have to take time to read them."

FRAME 26

You continue thinking about all of the printed materials which you found in the boxes on your desk, remembering the many items which were from the Federal Civil Defense Guide. You then say, "I want the Federal Civil Defense Guide to be kept in a separate set of binders. I notice from what I have seen of it here in the office that new parts seem to be issued from time to time, as the old ones are revised or new ones are added. We must: (Check the best response.)

____1. keep the Federal Civil Defense Guide up-to-date as the new parts come in, by throwing the old pages away and putting the new pages in the binders."

____2. avoid reading as much of the Federal Civil Defense Guide as we can, because it appears to be something dreamed up in Washington to confuse local governments."

____3. try to convince the State Civil Defense Office that we do not need the Federal Civil Defense Guide, so they will discontinue the copy they are having sent to us."

FRAME 27

You pause a moment to check the list of things to do which you had made. You feel pretty good about how many of them the two of you have already completed in setting up the office. You turn to your secretary and say, "There is one thing which still bothers me. A lot of mail seems to come to this office. Do you have any suggestions on how we can control it? How can we be sure we took the action it required and that we filed it properly for quick use in the future if it is needed. I know at least that we need carbon copies of letters we send out."

She agrees about the carbon copies of reply letters, saying that they should be stapled to the incoming letter. Then she adds that at the last place where she worked her boss had: (Check the best response.)

_____1. required her to keep a log of significant incoming mail It was a sheet of columns, including ones for the date an item was received, who it was from, the subject, the action taken on it, and finally, where it was filed. And he had her record on a calendar the due dates for actions he must take, so that he did not forget.

_____2. made it a point to keep track of the mail himself, but since he had a fantastic memory, that procedure was easy for him.

_____3. felt that no one could ever keep an accurate record of incoming mail, and there was no use to try. He did agree that it would be best to file it some place.

FRAME 28

The idea of a log of incoming mail is a good one. Discussing your office procedures together, you both agree that you will be adding to or modifying them as you go along, but that at least you can begin to function with what you have already decided upon.

At this point, the City Engineer's secretary calls you to the phone in her office, since your phone is not yet installed. The Operations Officer from the State Civil Defense Office is calling to say that he hopes to be down to see you in a few days and wonders whether there is anything he can do meanwhile to help you. You bring him up-to-date on what you have done so far. He commends you. He suggests that sometime soon you should set up a Surplus Property File and also a Civil Defense Equipment File for all equipment other than surplus property. He explains that you will need these files in order to: (Check the best response.)

____1. meet the accounting and other requirements of the State Civil Defense Office, as well as those of the Federal and local governments.

____2. assure that your office routine appears sufficiently sophisticated to the city departments.

____3. impress other Civil Defense Coordinators with the amounts and kinds of property and equipment you have managed to get for your city.

FRAME 29

When you return to your office, you tell your secretary what the State Civil Defense Operations Officer has said about the Surplus Property and Civil Defense Equipment Files. For example, he suggested that one way to keep the Surplus Property File would be by having small cards filed in a box by name of item, and including such information on each item as acquisition date and cost, invoice number, serial number, make, model number, where located, etc.

"Did he happen to say why you need all of this information on surplus property?" your secretary asks.

You reply that he did, briefly. Though he expected to give you more details on all of this later, the Operations Officer had told you that: (Check the best response.)

____1. it should be a matter of pride with you to keep many and varied accounting records, in order to properly show the complexity of your work.

____2. the State has regulations on disposal which are tied to the date an item is acquired, as well as regulations on how items shall be used and cared for while in use. But he had said also that the record keeping should be as simple as possible.

____3. the State itself is not really interested in what is done with surplus property items, but some day somebody might check, in which case you would have detailed records to show.

FRAME 30

"Another thing I don't understand," your secretary says, "is why we need both a Surplus Property File and a Civil Defense Equipment File, when the Operations Officer said they could both be set up in the same type of card file."

You have the answer for her question. The Civil Defense Equipment File is especially for such things as warning system equipment, communications equipment (mobile or base), trucks, generators, and office equipment, which are: (Check the best response.)

____1. purchased with the aid of matching funds from the Federal Government, and come under a different set of accounting regulations than those covering surplus property. So you keep the kinds of information on these cards which meet the regulations covering matching funds.

____2. given to you by private donors, but you simply would like to keep a detailed record of all the information you can on them.

____3. not really vital to your emergency operations program, so if you do get any of them, you need to keep a detailed record in order to try to justify why they were purchased.

FRAME 31

Your secretary reflects on what you have said about having a separate card file for the civil defense equipment which is purchased with the aid of Federal matching funds. "Let me see," she says, "we have different regulations covering the items we get with matching funds than we have for surplus property items. This means a different accounting must be given for why we need it and how we use it. Well, then, where would we keep a record of equipment purchased solely from local funds? Could it be in this same Civil Defense Equipment File?"

You reply that it could: (Check the best response.)

_____1. but you are sure the city does not require justification for any piece of equipment which is purchased solely from local funds.

_____2. but the city will never let you buy anything solely from local funds.

_____3. because you will probably also have to make a similar type of accounting to the city for any civil defense equipment purchased solely from local funds.

FRAME 32

You then tell your secretary that, besides keeping card files in order to be able to give an accounting on all equipment, wherever it comes from or however it is used, the State Operations Officer also said you should have a Master Index. This would be a listing in one place of all equipment, however it was obtained whether from surplus property or by means of Federal matching funds or local funds. It should be in a three-ring binder, probably, and should contain information compiled from the card files. It would have all the equipment of one kind listed together on a page, with item name, date acquired, and where the item is located. Then as items are disposed of, they would be removed from this list and a notation made.

"That seems like a duplication of effort," your secretary commented. "Why do we need a list when we already have two card files?"

You reply that: (Check the best response.)

_____1. the State Civil Defense Operations Officer was pretty vague on this, not giving you a concrete reason.

_____2. you never did intend to keep a list as well as two card files, so you did not even listen to the reason which the Operations Officer gave.

_____3. the Operations Officer said such an index was needed for quick total inventory reference, like in emergencies, or for audits and reports.

FRAME 33

(Now, for another quick review! You have learned it is a good idea to make a checklist of the items which you need to do during your first or second day on the job, or soon thereafter. Below are a number of tasks. Check those which should be on your list to do early in connection with setting up your office procedure.)

____1. Go through the files and documents already in the office, if there are any, studying and sorting them.

____2. Spend time with the Chief Executive, asking him detailed questions on what your filing system should be and how you should set it up.

____3. Work with your secretary in setting up office procedure.

____4. Set up a temporary filing sytem at once.

____5. Write a public information handbook.

____6. Decide on categories for labeling temporary folders, getting the categories from some system which relates to emergency operations.

____7. Establish a Surplus Property File.

____8. Prepare a Withholding Tax Statement.

____9. Set up binders, or some other means, for filing information bulletins, directives, and other printed materials in a conveniently accessible way.

____10. Establish a Civil Defense Equipment File.

____11. Make out an annual Program Paper.

____12. Arrange for a daily log of incoming mail.

____13. Begin preparation of a Master Index List of all civil defense property and equipment.

IV.B.1. EARLY TASKS: LOCAL GOVERNMENT ORGANIZATION (YOUR DUTIES AND AUTHORITY).

FRAME 34

On your third day on the job, while your secretary continues setting up the office files, you go to an appointment with the Chief Executive. You have done your homework well, reading and preparing for the interview. Your purpose in the appointment is to determine exactly how he expects you to function in your job. You especially want to know what kinds of things he sees as being your responsibility within the local government structure. You decide that the way to go about finding this out is to: (Check the best response.)

_____1. just visit with him for a while and then later put together from what he says what it is you judge he wants you to do.

_____2. wait for him to tell you specifically what he wants you to do and when, because it might irritate him if you act too anxious or interested in this kind of detail.

_____3. take along with you a sample Civil Defense Coordinator job description, using the items in it as a checklist for determining which particular items he wants you to include in your duties.

FRAME 35

You reason that if you use such a job description (See Appendix 2) as a checklist for determining your duties, then it will be easy for you to: (Check the best response.)

_____1. avoid doing a number of jobs you don't like, because the Chief Executive didn't specifically mention them in your interview.

_____2. develop a job description for your own position from the items you have checked on the sample description.

_____3. influence the Chief Executive to drop items from his list of what he wants you to do, if you don't really want to accept responsibility for some of them even though perhaps you should.

FRAME 36

Soon after you enter the Chief Executive's office, he begins to talk about all of the day-to-day work there is in a city government. You tell him that is one of the specific reasons, as you see it, why a city needs a Civil Defense Coordinator. He can help with the extra burden of work involved in planning for operations during emergencies. Then you turn to the subject uppermost in your mind at the moment. "This leads right in," you say, "to my reason for asking for this appointment with you. I need to be sure we both have the same idea of what my responsibilities and duties are. I have found that there is no current job description for my position, so I brought copies of a sample job description with me. Could we go over the items on it together, checking the ones which you want me to handle? This way we would both arrive at a clear picture of exactly what I am to do."

You pause and then add, "First, though, before we even look at the sample, let me say that I am assuming one of the main things you have in mind is that I will: (Check the best response.)

_____1. spearhead the development of an emergency operations plan and help the department heads to prepare their parts of it."

_____2. not go ahead on my own, but do only what you tell me to do, when you personally tell me to do it."

_____3. just sit tight for the time being and not rock the boat, because probably the city is not really going to be very concerned about civil defense activities."

FRAME 37

The Chief Executive agrees that one of your first main tasks is to see that a basic emergency operations plan is developed. He also wants you to assist the department heads in preparing their annexes of that plan.

Since the two of you see this part of your job alike, you bring up a related point. You tactfully explain that in order to do this task effectively a first requirement, as you see it, is that you: (Check the best response.)

_____1. be reassured by him of his confidence in you and that your work is meeting a need.

_____2. have more secretarial help in order to take the main burden of the workload off of you.

_____3. know what degree of authority you have as you work with the departments in getting the job done. And you also need to know whether that authority is spelled out any place, so that others understand it.

FRAME 38

The Chief Executive tells you your overall authority is spelled out in the local civil defense ordinance. You ask for a copy and he requests his secretary to get it for you. "Our ordinance," he says, as she hands it to you, "is surely obsolete, but look it over and see whether or not it does give your responsibilities and authority clearly enough."

You are glad to get the copy of the ordinance, but you wish that he had also indicated: (Check the best response.)

_____1. whether he minded that you had requested a copy of the ordinance.

_____2. whether you had to return the copy of the ordinance, or whether you might keep it.

_____3. what your detailed authority was as he saw it, so you could be sure you understood one another.

FRAME 39

Again the Chief Executive anticipates the question in your mind. He goes on to clearly define what your authority is as he sees it. Then he makes his remarks even more practical by outlining how he expects you to operate within that authority as you work with the department heads of the city government. You now feel sure that you and he understand each other on this point. However, you also want to be sure that how you are to operate is just as clear to the department heads, so you feel it is necessary to ask: (Check the best response.)

_____1. "Do the department heads understand that this is the way you expect me to work with them?"

_____2. "Will the department heads want the people in the city to know I am helping them in this way?"

_____3. "Will the department heads be angry about this arrangement?"

FRAME 40

You wanted to know about the understanding which the department heads had of your function, because as you and the Chief Executive were talking, you began to see one thing clearly. You saw that, *however* your Chief Executive wanted you to function with relation to the departments, the point crucial to your role in the city government was that *you*, *he*, *and the department heads* must all understand your function in the same way. No matter what relationship was set up, common understanding of it was essential.

Now you suggest to your Chief Executive that perhaps it would be a good idea for you to draft a memo to the department heads for him to sign. The memo would cover several things, including:

1. the fact that you have been appointed as full-time Civil Defense Coordinator and the effective date of your appointment;
2. how you fit into the local government organizational structure;
3. what authority is delegated to you by the Chief Executive;
4. how you will be working operationally with the departments of local government; and
5. notice that soon, by the Chief Executive's direction, you will be calling on them personally to see how you can assist them in their planning for emergency operations.

You tell him that, as you see it, the most important thing such a memo would do is: (Check the best response.)

_____1. give you a sense of personal fulfillment and build your public image in the city.

_____2. help all concerned to understand what authority is delegated to you and how you will be working within the structure of local government.

_____3. relieve you of unwanted responsibilities which you might otherwise have to assume.

IV.B.2. EARLY TASKS: LOCAL GOVERNMENT ORGANIZATIONAL STRUCTURE.

FRAME 41

The Chief Executive also gives you a copy of the organization chart of the city government, saying that you will want to become familiar with the structure of the city government as it is shown on the chart. You also need to know the functions of each department. He suggests that to learn these functions you will have to study each department, talk with the department heads, observe, ask questions. This will give you: (Check the best response.)

_____1. a good idea of the normal day-to-day operations of the departments and also their concept of emergency operations.

_____2. some informative but relaxed time away from the pressing duties and tasks of your own busy office.

_____3. a way to begin understanding how fortunate you are to be the Civil Defense Coordinator rather than the head of another department.

FRAME 42

You and the Chief Executive spend quite a long time during the appointment going down through the items in the sample job description and discussing exactly how many of them are part of your functions. Finally, you return to your office feeling satisfied that you can now draft a job description for yourself which will: (Check the best response.)

_____1. make it clear to all what your functions and responsibilities are.

_____2. satisfy everyone's ideal expectations of what you will do as a Civil Defense Coordinator.

_____3. eliminate all future criticism of your job and the way you perform in it.

FRAME 43

You wrote the memo to the department heads; the Chief Executive signed and sent it out the same day. The next morning you call to schedule appointments with all department heads. You then turn your attention to the local civil defense ordinance. As you study it, you discover it is more than fifteen years old and written to cover a time when the city and county civil defense operations were incorporated into one operation. Now they are separate. You decide to draft a revision and call the State Civil Defense Office for advice. They tell you that a Model Civil Defense Act is included in the Federal Civil Defense Guide. Also, they offer to send you copies of several current ordinances for cities in the State of the same size as your city. (See Appendix 1). A few days later, with these documents in hand, you began to draft a revision of your local civil defense ordinance. While you are working, you decide you are going to need: (Check the best response.)

_____1. more interest in the subject than you now have if you are to be able to make yourself finish the draft of an ordinance.

_____2. a couple of years to draft a good ordinance.

_____3. some legal assistance with the draft of the ordinance.

FRAME 44

Since the City Attorney is one of the department heads with whom you have scheduled a personal visit, you decide to discuss the matter with him. During your visit with him, he helps you with the draft. He comments that you are right to determine early to whom you should go for legal assistance. He also thinks that, along with your other duties, you should be prepared to: (Check the best response.)

_____1. do all of the legal things entirely on your own, because his duties in the city are heavy and he probably will not be able to help you much.

_____2. resist worrying about legal requirements, because civil defense does not have any real need for legal assistance.

_____3. keep your Chief Executive advised of legal requirements affecting the emergency operations of your local government.

FRAME 45

You ask the City Attorney to explain a little more what he means by your advising the Chief Executive on the legal requirements of emergency operations. He replies, "For example, if the State civil defense law requires something of our jurisdiction, you should know it and make sure the Chief Executive learns about it. Or, if the city is going into some sort of emergency operations program, you should make the Chief Executive aware of the legal aspects which might be involved, like situations which require that the city carry workmen's compensation and/or property damage insurance on certain employees. Those are the kinds of things I mean. You see, I won't know what civil defense activities are being planned; you will. Of course, if you don't know for sure whether there are legal points in them to be considered, you should: (Check the best response.)

_____1. avoid exposing your lack of knowledge by calling attention to the situation."

_____2. tell the Chief there might be legal complications, even though you don't know what they would be."

_____3. come to me for counsel and guidance, so that you can be legally well-informed and able to keep the Chief advised."

FRAME 46

Several days later you are sitting at your desk thinking back over what you have accomplished so far and noting what items are left on your list of things to be done soon. A man walks in and introduces himself as the Civil Defense Coordinator for your county. He has heard that you are the new Coordinator for the city, so he has come to offer any help which he can give. You talk about your position, what it involves, and the work which you see lying ahead.

"It is a shame," he says, "that your city does not have a Civil Defense Advisory Council, or an Emergency Council, as some people call it. (See Appendix 3). If your city had one, I would suggest that you call on the chairman right away to gain his help and support. Since you do not have a Council, have you given any thought to checking with your Chief Executive about getting one started?" You reply by: (Check the best response.)

_____1. asking what a Civil Defense Advisory Council is, because you do not know.

_____2. laughingly asking him not to suggest anything more for you to do, no matter what it is he has in mind.

_____3. telling him that you never heard of anything called a Civil Defense Advisory Council, and you can't even take the time right now to find out what it is.

FRAME 47

Since you asked him to explain what a Civil Defense Advisory Council is, the County Coordinator does so. He says the makeup of the membership can vary; however, it often consists of influential citizens who are not in the local government of a jurisdiction, but are active in community affairs. They are appointed to work with the Civil Defense Coordinator and local government officials in an advisory capacity. They keep up on what is being done in planning for emergency operations in the community. They make recommendations on additional things they think should be done, maybe even suggesting ways available in the community for getting them done, or on what should have priority. Because they have knowledge of the community, they are in a position to give this valuable advice and to impress upon the citizens the idea that all have a joint responsibility for community readiness to cope with disaster. Because they are influential people within the community, they: (Check the best response.)

_____1. dictate, in detail, the duties and responsibilities of each of the departments of local government.

_____2. are in a position to influence the Chief Executive, other key officials, and citizens, to support emergency operations planning.

_____3. may be impressed with themselves as being above local government officials, and this definitely limits their usefulness to the emergency operations program of the jurisdiction.

FRAME 48

You continue your discussion with the County Coordinator on the influence which members of the Civil Defense Advisory Council can have. You ask what kinds of people you should try to get on the Council. He says the membership should number from eight to twelve. It should include such people as the Superintendent of Schools; the heads of the Ministerial Association, County Medical Society, and Labor Council; the manager of the Chamber of Commerce; and representatives from the news media, women's groups, architects and engineers' associations, and youth organizations. You protest that you are too new to the community to know all of these people. The County Coordinator says that: (Check the best response.)

____1. selecting and appointing Council members are not things you do overnight. However, you should recommend to your Chief Executive that a Council be formed. Then begin getting acquainted with such people, talk with them about serving on a Council, and take steps toward organizing one at an early date.

____2. if you do not know the right people, then you should forget about having members who are highly qualified and move at once to make a quick selection from people you do know.

____3. it was only a suggestion he was making, and you are not required to have a Council.

FRAME 49

(Another review! Here is a list of some of the items which you should determine early in your job. The situations below the items may be related to several of the items, but they are more specifically and clearly related to only one. Match each situation with the item which best illustrates it. Not all items are used.)

a. What specific duties the Chief Executive expects you to handle.
b. What authority is delegated to you and how.
c. Whether the department heads know what your duties are, and how you will relate to the department heads.
d. What the organizational structure of local government is.
e. What the functions and responsibilities are of each of the local government departments.
f. Whether you have a civil defense ordinance, and whether it is adequate.
g. Whether you have a Civil Defense Advisory Council, or Emergency Council.
h. Who you must keep advised of legal requirements affecting emergency operations actions of local government.

_____1. You study a chart which shows how your city government is organized.

_____2. You ask the Head of the Public Works Department whether his department makes repairs to bridges in the city which are temporarily out of use, and if so, what kinds of equipment would be used.

_____3. Your Chief Executive goes over a checklist of your duties with you.

_____4. You advise the Chief Executive that the city is liable, and should carry workmen's compensation insurance for those people having emergency jobs who are not regular city employees.

_____5. Your Chief Executive delegates to you the authority to act for him in coordinating the city's planning for emergencies.

_____6. You read the city's civil defense ordinance to find out whether it states clearly that all city departments will provide for lines of succession in their departments.

_____7 Your Chief Executive notifies the department heads, via memo, that you will serve as his staff man for emergency operations, working with them in the development of their department emergency operations plans, as required.

(THIS IS A GOOD TIME TO TAKE A SHORT BREAK)

IV.C. EARLY TASKS: LOCAL PROGRAM PLANNING (DISASTERS).

FRAME 50

You knew that your city was subject to floods, but you were not alert to the possibility of sudden crippling snowstorms. One night shortly after you became Civil Defense Coordinator, twelve inches of snow fell in only a few hours. Because the city did not have enough street clearing equipment for such an extreme situation, schools were closed and all activities were cancelled in the community. After several days, conditions were almost back to normal, but meanwhile you had learned, among other things, the really important lesson that: (Check the best response.)

_____1. snowstorms can be widespread and affect an entire section of the nation.

_____2. long-time residence in a community guarantees that you will not be taken by surprise by a disaster.

_____3. you should make a study of your community and determine what disasters could strike there, so that you could help prepare the city to cope with them.

FRAME 51

So you begin to analyze what disasters could happen in your city. You list nuclear attack as the worst, most far-reaching disaster. "Most of the things we do to prepare to operate under a nuclear disaster situation," you reason, "will help us with emergency operations in all disasters. But I cannot stop with that. I have to consider the possibility of other disasters such as, tornadoes, drouths, floods, earthquakes, riots, maybe even hurricanes or insect plagues. The reason I have to know all the types of disasters which are possible here is that: (Check the best response.)

_____1. we need to fit planning for all disasters into our emergency operations plans."

_____2. we ought to be the best-informed community in the entire United States."

_____3. I can use this information to impress the State Civil Defense Office with the fact that I am really taking this job seriously and know a lot of facts."

FRAME 52

You continue your analysis of the city's history. You study the range of temperatures throughout the year, wondering what the city would do if the weather were below zero for an extended period of time and the city gas supply, which most of the residents use for heating, got cut off for some reason. Or what the city would do if an extended, devastating heat wave were experienced and the water supply were depleted. This makes you realize that you need to know where the city's gas, water, electricity, and such utilities come from, how they get into the city, what reserves are on hand, and what the auxiliary sources of supply are. You need to know the city population distribution, its terrain or physical layout, and whether these things create problems. You need to know all of this and more so you: (Check the best response.)

_____1. begin at once to talk with people who know the community's history and its current situation; you begin reading, studying, observing.

_____2. ask your secretary to take time off from her other duties to make this important study for you.

_____3. decide that someday you will learn this essential information.

IV.C.2. EARLY TASKS: LOCAL PROGRAM PLANNING (EMERGENCY OPERATIONS).

FRAME 53

During the time in which you are gathering data on the city and its disaster history, you are also completing the personal visits which you have scheduled with the department heads. You become acquainted with the department heads and learn the functions which their departments perform normally. You also talk with each of them about his idea of how the city should prepare for and operate in emergencies. You find there is no emergency operations plan assigning specific jobs to specific departments or people, and hardly any agreed upon emergency operating procedures. By the time your visits with the department heads are at an end, you think that: (Check the best response.)

____1. there is no need to be an alarmist, because other people are probably right in thinking the city most likely will never have to face any kind of a disaster situation anyway.

____2. since they believe they can handle any emergency without worrying about it in advance, you should just ease up in your goal to get an emergency operations plan developed.

____3. you have a good idea of what has and has not been done within the city government in the line of planning for emergency operations, and it seems to you that more and better plans should be made soon.

FRAME 54

Your conviction grows that more and better plans should be laid for emergency operations. Therefore, you talk with the department heads about getting together with all of them at a meeting to discuss whether their present informal plans really represent what the city ought to do to cope with a disaster. The department heads agree that they will come to such a meeting. You think that the best reason they could have for agreeing to come is that they: (Check the best response.)

_____1. will have a chance at the meeting to work within the proper democratic process to influence others against a written plan, if they really believe no set plan will ever work.

_____2. are beginning to see that perhaps some of their ideas on disaster planning ought to be revised, and they should cooperate and coordinate with each other in making new plans for emergency operations.

_____3. should be there to represent their own interests and make sure that no one outside their departments would be telling them how to run the departments.

FRAME 55

You are glad that some of the department heads are beginning to see the need for coordinated action, and you hope that the others can be convinced. When the suggested meeting is held, you present the research you have done on the community. The department heads then see how concerned you are that the city be prepared to cope with emergencies.

"Gentlemen, if we had a tornado tomorrow," you say to them, "exactly how would we operate? If we had a flood next month, would we be in a better position to save lives and property than we would be in a tornado tomorrow? If we had a nuclear disaster within six months or a year, would we be able to protect our citizens from fallout? And prepare them to survive after they leave shelter?"

The Fire Chief speaks up to say he can see that his department is not ready. You are glad when he suggests that all departments should: (Check the best response.)

_____1. think through carefully what has been said and prepare to attend another meeting like this one someday when everyone has time, to discuss what kinds of disasters are the most likely to happen and what kinds of planning they think might be necessary.

_____2. make temporary plans right away for immediate use, with checklists to implement the plans. These plans and checklists should then be coordinated into an overall plan and checklist, so the city as a whole will be ready now for some kind of cooperative action.

_____3. concentrate on developing some kind of departmental plan within the next year or so, because if every department finally got a plan, then that would be adequate. Meanwhile, the city can continue to hope that no disaster will strike before the plans are finished.

FRAME 56

The Police Chief agrees with the Fire Chief on the need for temporary plans for immediate use, and then he adds: (Check the best response.)

____1. "But I think we should also continue working toward more permanent plans for the future."

____2. "And temporary plans are all that anybody ever needs."

____3. "But I don't have any time to sit around writing plans."

IV.C.3. EARLY TASKS: LOCAL PROGRAM PLANNING (RESOURCES).

FRAME 57

The Head of the Department of Public Works has been sitting quietly through all of this discussion. You have learned to respect him a great deal in the short time you have known him, and you wonder what he is thinking. Finally, he speaks up to say, "Making plans and checklists is fine. They are important. But what about resources? I remember an experience which happened to me when I was new in this job. Anglin County just south of here had a quick flood. They called me at four o'clock one morning to get boats and men to help them move some people out of a flooded area. I didn't even know whether our city had any boats, let alone where I could get people. There were no emergency resource lists. I called the City Engineer with whom I had become acquainted and asked him what to do? We got three boats from the military base; the Fire Department had a boat, the Police Department had one, and then we got some from private people. Finally, we were able to handle the request. Two days after that experience I made up a list of all the boats in the city that I could locate. I had been shown very realistically the need for lists of resources. I think each department should: (Check the best response.)

____1. have a list of available boats in case it gets involved in a flood incident at 4:00 a.m."

____2. begin making lists of the manpower, materials, supplies, equipment, and facilities it has available."

____3. let me know if it has, or knows of any, additional boats which I can list in case we have a flood."

FRAME 58

You quickly support the suggestion of the Head of the Department of Public Works. You then note that many private organizations and industries throughout the city also have a great many resources which the city would need in case of a disaster. You say that you will personally: (Check the best response.)

_____1. make your own lists of what these groups have.

_____2. get your secretary to make lists of what these groups have and also call them to see what their reactions are to using their resources for emergency operations.

_____3. encourage organizations and industries to begin making lists of their available resources and thinking about how they can support the city's overall emergency operations plan.

FRAME 59

You take a moment to reflect on how private organizations and industries will fit into the city's emergency operations plans. You realize that emergency operations will require very close liaison with some of them. This is especially true of the electric power, gas, and telephone companies who have a close relationship with almost all of the citizens in normal day-to-day living. In view of this, you say further: (Check the best response.)

_____1. "I suggest that we consider having some of the private organizations and agencies with whom we work the closest represented at our future planning meetings."

_____2. "We made a mistake not to let volunteer private organizations and agencies do this planning for us."

_____3. "It seems to me that we should hire some private organizations to do our emergency operations planning for us."

FRAME 60

You express appreciation for the interest and enthusiasm of the department heads, saying that you will be dropping in on them soon to assist them in any way you can in developing their temporary plans and lists. You also say that you: (Check the best response.)

_____1. are glad that soon all of the hard work involved in emergency operations will be a thing of the past.

_____2. doubt that any disaster will strike, but it won't hurt to be prepared.

_____3. will coordinate all lists into a master resource book for the entire city.

FRAME 61

Quickly following up the advantage you have in the cooperative spirit which some of the department heads are showing, you say, "Once our individual lists are pretty well developed, we will need to get together again to look at the total picture of what we have in the way of plans and resources. We will need to: (Check the best response.)

_____1. compare what we have against what is needed and begin to plan ways to develop the balance."

_____2. celebrate the completion of our lists."

_____3. be grateful at that time that our job of planning for emergency operations is over."

IV.C.4. EARLY TASKS: LOCAL PROGRAM PLANNING (TESTS).

FRAME 62

Before the meeting with the department heads breaks up, you agree on an early date for a future meeting. You tell them you will send a reminder a few days in advance of the meeting. As one parting idea, you say: "You know, we will have temporary plans by our next meeting, but we won't be sure that they will work until we test them. In order to run a test, we will have to know such things as how our center of operations and communications will function, and what our procedures will be. I suggest that at our next meeting we should work on these things and also lay plans for: (Check the best response.)

____1. building a new emergency operating center at once, before we proceed further."

____2. urging the industries of the city to analyze our emergency operations plans and tell us what procedures we should follow."

____3. tests, and exercises which we must run to make sure that our temporary emergency operations plans and procedures will really work."

IV.C.5. EARLY TASKS: LOCAL PROGRAM PLANNING (MANAGEMENT).

FRAME 63

On the day after the meeting with the department heads, you go back over what you had agreed to do as your part of the job. You were to (1) help the departments with their plans and resource lists, (2) coordinate an overall basic plan and master list of resources, and (3) encourage private organizations and industries to begin emergency plans and resource lists for themselves. You compare this to the list you had made before the meeting of the things which you needed to accomplish at the meeting. You decide the things you had agreed to do come under the item on your list which reads: (Check the best response.)

_____1. "Reminder to myself: do only as much as I must."

_____2. "Remember that the department heads should be able to do the emergency operations planning for their own departments without my help."

_____3. "Determine what part of the job I must do myself."

FRAME 64

Reviewing your premeeting checklist further, you see next an item which reads: "determine what part of the job the departments can do." You go back over your notes from the meeting to see whether this item had been completely accomplished. You find the department heads had agreed to: (Check the best response.)

_____1. think about disasters and come to another meeting some day to discuss what actions their departments should plan to take sometime in the future.

_____2. make temporary emergency operations plans and checklists at once, and begin listing their resources.

_____3. discuss informally whether to have more meetings, and whether or not the city really should do anything about preparations for disaster.

FRAME 65

The next item on your premeeting checklist has to do with the private organizations and industries in the city. At the meeting all department heads had agreed that these private groups should be encouraged to prepare their own emergency operations plans, checklists, and resource lists. Now you note that this takes care of your premeeting checklist item which reads, "Remember to: (Check the best response.)

_____1. discuss the legality of confiscating the resources of the private sector of the city, and of requiring private organizations to cooperate in disasters."

_____2. discuss the fact that the city cannot plan on getting much help from the private sector of the city, so we must therefore lay better plans for the city departments."

_____3. determine what part of the job the private sector can do to assist the city in its preparations for emergency operations."

FRAME 66

While you are studying the premeeting checklist, the Postmaster drops by your office. You are glad to see him. His visit is the first you have had from a key official since you became Civil Defense Coordinator. He has heard of your meeting the night before and wants to commend you for getting right into serious planning. He says, "I am acquainted with civil defense and what you are trying to do, because the United States Post Office Department has a Federal directive which says that local post offices will be responsible for registering people after a nuclear attack."

You are surprised at his words, because you have never heard of this directive. However, you do know that in your premeeting checklist on who would do what jobs you have an item referring to government agencies in general. It reads: (Check the best response.)

_____1. "Check whether or not the Post Office and other government agencies will continue their business as usual following a nuclear attack."

_____2. "Determine what part of the job can be done by State, Federal, and county government agencies represented in the city."

_____3. "Determine whether or not we have to provide shelter and other means of survival for our residents who are employed by State, Federal, and county government agencies in offices within the city limits."

FRAME 67

Your visit with the Postmaster makes you realize something else. You need to know whether or not any other Federal agencies have directives from Washington which are similar to that of the Post Office. Until you know this, you cannot accomplish the checklist item concerned with other government agencies with offices in the city. You cannot decide what they should do to assist the city with emergency operations. You make an additional note on your checklist which reads: (Check the best response.)

____1. "Find out which local offices of Federal agencies have Federal directives giving them civil defense responsibilities in the city."

____2. "Verify the Postmaster's report to determine whether or not he has his facts correct."

____3. "Ask the State Civil Defense Office to get the Federal directive on registering people after nuclear disaster changed from the Post Office to some other agency."

FRAME 68

After the Postmaster has gone, you begin to prepare for an appointment with the Chief Executive which is scheduled for later in the morning. You are to report on the progress you have made in planning for emergency operations, especially the progress made at the meeting with the department heads the night before. You also want to outline for him what your plans are for the future.

You say to yourself, "If I am going to be in a position to tell him what I plan to do, I will have to: (Check the best response.)

_____1. set priorities for myself--on what I will do first, like during the first two weeks, then on what I plan to get done during the first month, and so on."

_____2. get something really important done which will not fail to impress him, and do this before I talk to him at all."

_____3. ask him what it is he really wants me to do, and wait for him to give me complete details on how to go about doing it."

FRAME 69

"One of the most important reasons for setting priorities for myself," you muse, "is that I don't want to just spin my wheels. Priorities will help me to organize my time, and they will help me to build toward what I can hope to accomplish, say in the first half of my first year. Now when can I expect to have a basic plan written? When will the departments have their plans written? When will the resource lists be completed? How soon can the organizations and industries in the private sector have their plans and lists in?"

You realize that in this little talk with yourself you have already identified some priorities. You have: (Check the best response.)

_____1. wasted some time, too, which should have been spent in putting together smooth words for your appointment with the Chief Executive.

_____2. already identified more items than you can possibly hope to have accomplished in ten years, if ever, and that's a fact.

_____3. started to organize by beginning to look ahead to what you can reasonably expect to get done in the first six months.

FRAME 70

As you begin the appointment with the Chief Executive, he asks how things are going in the planning for emergency operations. You tell him you believe you have identified the basic major areas in the planning which need immediate attention. You say that you have made some progress in all of them. These basic areas in planning for emergency operations are: (Check the best responses.)

_____1. identification of the volunteers who will take care of mass registration.

_____2. identification of the types of disasters which could strike your community.

_____3. identification of specific influential individuals in the community who should finance the emergency operations program.

_____4. preparation of an adequate plan for emergency operations, including an organizational structure and standing operating procedures.

_____5. preparation of lists of resources which the city has and identification of the additional resources which are needed.

_____6. immediate visits to other States to see what they are doing in emergency operations.

_____7. arranging for tests of the emergency operations plans to be sure they work.

_____8. organizing the work to be done by outlining who will do what and then setting priorities.

(THIS IS A GOOD PLACE TO TAKE A SHORT BREAK)

IV.D.1. LOCAL BUDGETING AND FINANCE: BUDGET PLANNING.

FRAME 71

As your meeting with the Chief Executive on local program planning draws to a close, he brings up a new subject--the budget.

"Preparing our city budget is one of the most important and demanding tasks which those of us in the city government have to face each year," he says, "and the process is about to begin for the coming fiscal year. You will need to become familiar with the budgeting process as we use it here."

You realize that in this one statement he has told you three things which are vital to you as you relate to your budget work: (Check the best response.)

_____1. he considers the budget process difficult, he seems to resent the work, and he expects you to take the load off of him.

_____2. he sees budget preparation and your part in it as important, the budget in your city covers a fiscal year, and you should become familiar with the budget procedure which the city uses.

_____3. you are going to be accountable to him for the city budget, he considers the task an almost impossible one, and it means a whole year of work.

FRAME 72

You tell the Chief Executive that you have had no previous experience with budget preparation, but that you are eager to learn.

"Well," he replies, "the budget is not some mysterious sort of thing; it is really only a financial plan. By that I mean that the budget: (Check the best response.)

_____1. is easy to understand because it is concerned with money only."

_____2. has to do with planning only, and planning is something we all do easily."

_____3. plans for, or spells out, what funds you estimate you need and what you need them for."

FRAME 73

You ask the Chief Executive, "Do you mean I am to describe the items for which I will need funds, the use to be made of the items, and how much I estimate they will cost?"

He says you are right and adds, "I know that the budget setup differs in different cities around the country, but in our city, the City Clerk is responsible for the budget time plan, and for putting the final total budget proposal together. This means he gets the notices out to the departments on what is required of them and when. He makes sure the budget is in the proper format, and other things like that. I suggest you go talk to him. He will be glad to help you.

"The Chief Executive has again hit on and answered a question you had. You had been preparing to ask him: (Check the best response.)

_____1. who was responsible for preparing the city's total budget proposal in final shape, so that you could go to that person for information and assistance.

_____2. whether you would have to notify all of the other departments of the budget time plan and assist them in preparing their total budgets.

_____3. whether you could hire a budget expert from outside of government to prepare your budget.

FRAME 74

The day after your talk with the Chief Executive about the budget, you receive a memo from the City Clerk which is directed to all department heads. It is alerting you to the fact that the budget process is about to begin for another fiscal year. You make an appointment with the City Clerk to discuss budget procedures. He says that he is glad you have come to see him early, when the work of getting the budget together does not have him too busy to give you whatever background you need.

"But I want to tell you," the Clerk adds, "that there are individuals in the city who can do more than I to help you with some of the specific technical items of your budget. For example, there are people who are much better qualified than I to advise you on how much communication equipment you will need, or what kinds. And there are other individuals who can advise you better on the warning equipment you may want to get, and so on. These people I am talking about are: (Check the best response.)

_____1. experts on the technical aspects of different budget items. They are informal sources of budget help, but upon occasion many of us have to lean heavily on that kind of technical help with our jobs."

_____2. not very willing to be of service, but you will simply have to make them see that they have a duty as responsible citizens to help prepare the city budget."

_____3. usually a little publicity and power hungry, so don't let them know that they will probably receive no recognition for the help they give."

FRAME 75

You tell the City Clerk that his example of budget help with equipment items is a good one. You are sure you will need exactly that kind of budget help, because there is just so much you don't know about emergency operations equipment.

"But how about the departments of the city government?" you ask him. "Wouldn't they be a good source of help and information on some of these technical and other questions on budget items? Let's say: (Check the best response.)

_____1. personnel--couldn't the City Treasurer tell me how many people I should hire and budget for?"

_____2. miscellaneous office supplies--couldn't the Chief Executive help me list what I will need in this line?"

_____3. sirens--isn't it possible that someone in the city departments would be able to advise me on sirens, like somebody in the Police or Fire Departments?"

FRAME 76

The City Clerk assures you that he is certain the Fire and Police Departments can help you with sirens. Also, many of the other departments will help on other points, if you approach them properly.

"Furthermore," he goes on to say, "you will learn a lot about the historical record of our city budget as you talk with them. By this I mean you will learn seemingly simple but helpful things, like how much they have budgeted through the years for office expenses, what the salary scale is for secretaries, and the like. There are other examples of useful things which you might learn in conversations with people in city departments, if you did not find them out from me. One is the simple fact that we have a duplicating machine here in the City Hall which is available to all departments, so they do not have to budget for most of their printing. We can cover a lot of things today, but we will also miss a lot. Keep your eyes and ears working for you as you mingle with the people in the departments, and you will soon be aware of what has happened in the city budget over the past few years."

As he talks, you say to yourself, "I will: (Check the best response.)

_____1. avoid getting involved with the city departments any more than is absolutely necessary, because if they help me they will also expect something from me."

_____2. note the amounts and purposes for which money has been budgeted by other departments, to give me a better understanding of the budget itself, and also of specific items in it."

_____3. check with the Chief Executive to see whether he can relieve me of this responsibility for preparation of a budget for my office."

FRAME 77

You tell the City Clerk that you will make full use of the knowledge which the city departments have on the city budget and its history. He points out that you are unfortunate, in a way, that the civil defense office in the city has not had funds appropriated for it over a long period of time, as is the case in some local jurisdictions. If the city had appropriated funds for civil defense for a number of years, you would have learned a great deal by studying: (Check the best response.)

_____1. all of the errors former Coordinators had made in making requests for funds, in order to avoid making the same mistakes.

_____2. the kinds of Civil Defense Coordinators the city had had to see whether the money budgeted for their salaries was well spent.

_____3. what the pattern was of the funds which had been appropriated and spent for civil defense in those years.

FRAME 78

The City Clerk explains why he feels you would have been helped from a study of past civil defense budgets in your city. The reason he gives is that tradition has a powerful influence in any community. Things are done in certain ways just because they have always been done that way. By studying past civil defense budgets, you would learn what it was traditional for your community to do in civil defense. For example, if in past years the local jurisdiction had been liberal with funds for civil defense, you would then expect that they: (Check the best response.)

_____1. were free with budget appropriations to all departments.

_____2. would now cut your budget way back, because they had already given civil defense so much money.

_____3. believed in civil defense and would probably continue to support an appropriate civil defense budget.

FRAME 79

The City Clerk is more knowledgeable about civil defense and your function in the local government than you would have expected him to be. When you express your surprise, he explains, "My brother was once a Fire Chief in a small city which had a very effective civil defense function in its government. Much of what I know about civil defense, I learned from his experience. I do remember one budget-related experience which he had in connection with the Civil Defense Coordinator. The Fire Department wanted an extra rescue truck, but they were having a hard time convincing the city authorities to let them get one. Then a neighboring city was struck by a bad tornado. The news media carried stories of the many people who were trapped and injured and had to be rescued. The Civil Defense Coordinator helped my brother prepare another request for a rescue truck for the Fire Department, based on the need which might arise should there be a similar disaster in their city. This time they got the truck. Of course, the Coordinator helped my brother, the Fire Chief, with only his emergency operations items, not his total budget. I can see how you will be working in a similar coordinating way here by: (Check the best response.)

_____1. helping the departments pull together budget items to meet their emergency operations needs, and then helping them prepare budget defense for those items, as required."

_____2. preparing the complete budgets for the departments, and then getting them to help you wherever they can with the justifications for the items."

_____3. directing the departments in what they must put in their budgets, and then monitoring their budget preparations to be sure the items are included and defended in what you consider to be an adequate manner."

FRAME 80

"Yes," you tell the City Clerk, "I will coordinate with the departments to assist with the emergency operations items in their budgets. What happens, though, when some equipment is needed, and also has to be maintained, which doesn't seem to fit in the budget of any one city department--like permanently positioned sirens for a warning system?"

The City Clerk responds that: (Check the best response.)

_____1. you do seem to have a tendency to worry about minor details, and perhaps you would do well to concentrate on doing a good job of one thing at a time and not worry about something which may never happen.

_____2. you fill these gaps by budgeting separately for emergency operations items which are unique to your office, or which do not logically belong to one of the departments.

_____3. what you do is to decide which departments you think will stand the best chance of getting more money than other departments, and then try to get them to slip the necessary items through in their budgets.

FRAME 81

"It won't matter," the City Clerk continues, "whose budget an item is in if it is not properly justified. By justified, I mean there has to be a good written description of why the item is needed, how it will be used, and what the consequences will be if it is not secured. Without that kind of justification, a budget request will never be approved by the authorities at budget review time. Any justification of preparation for emergency operations in some kinds of disaster may never be easy. Now that we have had a flood here, the city authorities do understand the threat involved in that kind of disaster, and the need to be prepared for it. You will have to work harder, though, to make them see the need to prepare for shelter after a nuclear attack. And you can't just sit and expect this kind of thing to happen. You have to take the initiative, tactfully, and do everything you can to help the city authorities understand the budget requirements for all kinds of emergency operations. Of course, while you are doing this, you always look for ways to save money at the same time."

You reply that you can readily see that: (Check the best response.)

_____1. the subject is more complicated and complex than you ever imagined, and you would be very relieved if the Chief Executive would have someone take care of your budget duties for you.

_____2. the budget review people are more negative than positive in their approach to the budgeting task, and that the prospect of justifying anything to them is frightening.

_____3. your budget justification must be carefully considered in order to impress upon those who are legally responsible the necessity of adequate preparation for emergency operations.

FRAME 82

(Time out for another review! Check the items listed below which you have learned you should do early in your budget planning. Go over Frames 71-81 again, if necessary.)

_____1. Become familiar with the budgeting process as it is used in your jurisdiction.

_____2. Learn what informal sources of help with your budget (technical experts) are available to you in your jurisdiction.

_____3. Compare one department of your jurisdiction with another to determine which has the most efficient administrative setup.

_____4. Learn to see the budget as a financial plan which spells out what you estimate you need and what you need it for.

_____5. Learn what your jurisdiction requires as written justification for the items included in your budget request.

_____6. Learn who is responsible for notifying the departments when the budget process is to begin, for receiving the individual budget requests from them and putting these requests into a total budget request for the jurisdiction.

_____7. Determine what it costs your jurisdiction to prepare its total budget.

_____8. Find out whether you coordinate the budgeting for emergency operations by helping the department heads with their emergency operations items, as necessary.

_____9. Learn the details of how to write up the total budgets for the departments of your jurisdiction.

____10. Study what funds have been appropriated and spent over the years for civil defense in your jurisdiction.

____11. Study what has happened in years past in the way of requests and appropriations in your jurisdiction to get an overall picture of local budget history, and a feel for the total budgeting process.

IV.D.2. LOCAL BUDGETING AND FINANCE: BUDGET PREPARATION.

FRAME 83

The City Clerk continues his discussion of the budget with you. He talks next about the actual writing of the budget which you will have to do. He hands you a guide which outlines categories like salaries, services, supplies, and non-recurring items of capital equipment. The guide shows the format in which these categories are to be placed on the paper, along with descriptions of individual items in them and written justifications. The City Clerk comments that all local jurisdictions have their own specific formats for writing up their budget requests which they require their departments to follow. This particular guide put out by your city is: (Check the best response.)

_____1. really superfluous, but he goes through the motions of cooperating with the people above him by giving it to those people with budget responsibilities.

_____2. one format which is suggested by the city, but all departments usually end up following whatever format they wish.

_____3. the format which your city requires you and all other departments to use when you submit your budget requests.

FRAME 84

You take the copy of the required budget format from the City Clerk. You then ask him how long and involved a written justification should be. He replies that the shorter they can be the better, but that you will still want to take whatever space is required to: (Check the best response.)

_____1. explain why the items are needed, how they will be used, and what the consequences will be if they are not secured.

_____2. load your budget with whatever items you think you might possibly need in the future, though you have no need for them right now.

_____3. demonstrate to the authorities that you know more about emergency operations than anyone else in the city government.

IV.D.3. LOCAL BUDGETING AND FINANCE: BUDGET PRESENTATION.

FRAME 85

"Before I forget," the City Clerk adds, "let me remind you to be sure to keep a copy of your budget preparation for your own files. It may come in very handy if the copy you send forward should ever get misplaced after you have forwarded it, or something like that. Another reason for having it is that: (Check the best response.)

_____1. you need a record of what you submitted--a copy to work from for future reference, perhaps at the time of budget presentation."

_____2. you need to justify having the filing cabinets which are in your office."

_____3. nothing impresses people more than to have a large number of official looking documents lying around."

FRAME 86

You agree with the City Clerk on the need to keep a file copy of your budget request. You then ask whether you have any responsibility in the actual budget presentation to the budget review body. You are wondering because you have heard people from other jurisdictions refer to budget presentations as though they extend over a period of time and involve a lot of people.

"Budget presentations are not the same in every jurisdiction," he replies. "My brother, the Fire Chief, always had to present his budget before the budget review body of his city, which in his case was the City Manager and his staff. Here the budget review body is the City Commission, and you will never need to go to the meeting unless the Chief Executive specifically asks you to accompany him. You see, budget presentations are made: (Check the best response.)

_____1. by only the most important people in a jurisdiction."

_____2. at random--just whenever the budget review body decides to consider the budget."

_____3. in different ways and to different people in different jurisdictions."

FRAME 87

You hesitate to ask the City Clerk the next question which you have on budget presentation. Finally, however, you say, "When everyone prepares written justifications, why does anyone ever have to make a personal presentation anyway?"

The City Clerk replies that when you write a budget request, it is impossible to always anticipate all of the questions which will come up when it is reviewed. To illustrate the point, he cites an experience which happened in the city several years before. The editor of the local newspaper had received letters opposing money being budgeted for civil defense. At budget review time, he went to the City Commission to oppose the civil defense budget request, giving as his reason that civil defense money had already been wastefully spent for a jeep. The Civil Defense Coordinator was requested to attend the meeting. At that time he explained in more detail how the jeep had been used in emergencies. During one crippling snowstorm, it was used by the Police Department, because for several hours it was the only vehicle which could get through the streets to provide protection and help to the people. The newspaper editor went from the meeting with a changed attitude. Now, the purchase of the jeep had already had earlier written justification, but more explanation was needed at this time to justify further why it had been purchased, in order that a current civil defense budget could be approved.

"In a similar way," the City Clerk concludes his thought, "you will find that occasionally your written justifications: (Check the best response.)

____1. are easily written, but fail to be convincing."

____2. may for some reason require further explanation by means of an oral presentation."

____3. will not even be carefully read and yet they will be criticized."

FRAME 88

(Once more a review. Check the items below which you should do in budget preparation and budget presentation. Review Frames 83-87, if necessary.)

_____1. Follow the format which your local jurisdiction requires.

_____2. Improve on the required format in any way which, in your judgment, seems to be warranted.

_____3. Write a justification for all items requested, explaining why they are needed, how they will be used, and what the consequences will be if they are not made available.

_____4. Be prepared to provide oral explanations of your budget items in addition to the written justifications.

_____5. Identify by category the items for which you are requesting funds.

_____6. Concentrate on writing justifications for each item which are as lengthy as possible.

IV.D.4. LOCAL BUDGETING AND FINANCE: BOOKKEEPING AND AUDIT.

FRAME 89

The City Clerk tells you that he is sending out a memo the next day to all department heads, giving them the budget calendar, or budget time plan. The time plan establishes the deadline dates for different phases in the budget process. The reason for a budget time plan is that the city departments are required to: (Check the best response.)

_____1. demonstrate to the voting public that the city government is organized and businesslike in its budget management duties.

_____2. have all city employees submit written reports on how they plan to spend their working hours.

_____3. prepare, submit, and carry out their budgets within certain dates.

FRAME 90

Following a time plan is only one of the requirements you must meet in your budgeting activities, the City Clerk explains. Some budget funds are appropriated for specific items or a specific category of items, and usually you will be required to use them for only those items. As an example, if you were given a sum of money for the specific purpose of buying a siren, you could use it for: (Check the best response.)

_____1. salaries.

_____2. office supplies.

_____3. buying the siren only.

FRAME 91

The City Clerk continues his discussion of budgeting by saying, "So you must, as a rule, use funds for only the items for which they were requested. Also, you must not exceed the amount appropriated. You don't spend money you don't have, and you have only what is allowed in your budget. Take the case of the siren. Let's say you have a long-range plan to get a number of sirens, one a year until you have all you need, and you budget accordingly. During one year, a deal comes up whereby, if you buy two sirens, you can get them both at a much cheaper price. You should: (Check the best response.)

_____1. not go beyond your budget and buy two sirens without specific authorization to do so."

_____2. buy a dozen, since they are cheaper when purchased in larger quantities."

_____3. borrow funds from another department to cover the extra expense."

FRAME 92

You are learning a great deal from the City Clerk. You ask, "How are the funds accounted for? Is it your job to audit my accounts?"

He answers that suitable accounting for public funds must be made, so local governments usually hire someone to come in and audit all of their accounts. He doesn't do it himself, but he assists the auditing firm in whatever way he can.

"When the audit is being conducted," he adds, "I will let you know the day that your accounts will be audited. You should: (Check the best response.)

____1. make it a point not to be available and save yourself a lot of inconvenience."

____2. just not volunteer any information, because you might say the wrong thing."

____3. be available in case any additional information is needed from you."

FRAME 93

The City Clerk tells you another thing which does not come as a complete surprise. In cases where the city receives Federal funds for any purpose, those departments which get such funds are subject to audit by both the State and Federal Governments. This applies to such things as equipment, salaries, travel--anything for which Federal funds are used.

You are thoughtful for a moment, considering the point, because you are: (Check the best response.)

_____1. wondering whether you can find a way to avoid giving an accounting to the State and Federal Governments since you do not find the prospect pleasant.

_____2. hoping to qualify your city for Federal Matching Funds for civil defense equipment and other expenses, and knowing how to prepare for such audits is important.

_____3. wondering why the City Clerk would even bother to mention this when he is so busy and you will probably not be involved with Federal funds.

FRAME 94

You express to the City Clerk your intention to try and prepare well for Federal audits. He reassures you by saying, "If you remember a few simple things you won't have any problem, not with the city audit nor the Federal one. The first and foremost rule is: (Check the best response.)

_____1. never volunteer any information."

_____2. always obtain and file a receipt for any money you spend."

_____3. just be a little smarter than the auditor."

FRAME 95

The Clerk goes on: "If you cannot have the receipt because it must be in someone else's office, then keep a copy of it, or at the very least, a note in your files saying where the receipt is. The second important rule for you to remember in your accounting for the funds which you have been given is that you should keep information on the items you purchase--information like the date purchased, from whom, cost, date paid, maybe even the check number. It is even best to keep this by categories, such as equipment, office supplies, and salaries. Another point is that doing this helps you to control funds and not run out of money before the year is over. All in all, the main thing is that your records should be as simple as you can make them and yet adequate enough for you to be able to get quick information from them on: (Check the best response.)

_____1. the money you had, the money you have spent, and the money you have left on hand."

_____2. the quality of items which the city has purchased throughout the year."

_____3. whom you contacted prior to obtaining any items which you have listed."

FRAME 96

"When you keep simple but adequate records," the City Clerk concludes, "then annual or other periodic reports are so much easier to prepare. Your periodic reports will include your courses of training, where you travelled, where you gave speeches, your activities and accomplishments. Also, in an annual report you include what you spent for the year in each category, so you can compare what you spent with what you are requesting for the next year. You can see, then, that you get help from an annual report toward: (Check the best response.)

_____1. convincing the City Commission that you do enough in nine months to warrant a three months vacation."

_____2. your budget preparation for the next year."

_____3. justification for a salary increase for yourself."

FRAME 97

The City Clerk's final remark of the interview is: "I guess what I really want to leave with you is the basic thought that an annual report can work for you in your budgeting. If an annual report shows that you have used well, and for the purpose requested, the money which was given to you, it will do much to: (Check the best response.)

_____1. help you to obtain your future budget requests."

_____2. make you the envy of all city departments."

_____3. be a sure guarantee that you will be successful."

FRAME 98

(Check the items below which you should do in bookkeeping and audit, as they relate to your budget.)

_____1. Prepare, submit and carry out your budget within certain dates.

_____2. Keep simple records of the money you had, the money you have spent, and the money you have left on hand.

_____3. Always anticipate what auditors will ask and avoid giving as much information as you can.

_____4. Always obtain and file receipts for money spent.

_____5. Use funds only for the items for which they were appropriated.

_____6. Always buy what you really need for emergency operations, whether you requested money for it or not.

_____7. In expenditures, stay within the limits of your budget.

FRAME 99

(You have learned that you have certain areas of budget responsibility and a number of tasks or governing rules related to those areas. Match the areas of budget responsibility below (a, b, c, d) with the budget tasks or rules (1-10) which follow them. Place the letter of the area of responsibility in the blank before the task or rule which is most closely related to it.)

Areas of Responsibility

a. Budget planning--gathering information on the budget process in your jurisdiction.
b. Budget preparation and justification--writing up your budget, with descriptions and explanations.
c. Budget presentation--oral presentation to the budget review body.
d. Budget bookkeeping and audit.

BUDGET TASKS

_____1. Study history of budget process in your local government.

_____2. Set up controls so you don't exceed your budget appropriation.

_____3. Personally explain further your written budget request.

_____4. Determine who in your local government has responsibility for coordinating preparation of the final budget request for all departments.

_____5. Write the budget in the required format.

_____6. Write a description of what you need, why you need it, how it will be used, and what will result if you don't get it.

_____7. Spend funds only for the items for which they were requested.

_____8. Keep records of money you had, the money you spent, and the money you have left.

_____9. Keep receipts for money spent.

____10. Assist the department heads, as required, with the items in their budgets which are for emergency operations.

END OF UNIT IV

UNIT IV--BEST RESPONSES

FRAME/RESPONSE

1. 2
2. 1
3. 2
4. 3
5. 2
6. 1
7. 3
8. 3
9. 1
10. 3
11. 2
12. 3
13. 3
14. 1
15. 3
16. 2
17. 1
18. 1
2
3
6
7
9
10

FRAME/RESPONSE

19. 3
20. 2
21. 2
22. 1
23. 3
24. 3
25. 2
26. 1
27. 1
28. 1
29. 2
30. 1
31. 3
32. 3
33. 1
3
4
6
7
9
10
12
13
34. 3

FRAME/RESPONSE

35. 2
36. 1
37. 3
38. 3
39. 1
40. 2
41. 1
42. 1
43. 3
44. 3
45. 3
46. 1
47. 2
48. 1
49. 1-d
2-e
3-a
4-h
5-b
6-f
7-c
50. 3
51. 1
52. 1

FRAME/RESPONSE

53. 3
54. 2
55. 2
56. 1
57. 2
58. 3
59. 1
60. 3
61. 1
62. 3
63. 3
64. 2
65. 3
66. 2
67. 1
68. 1
69. 3
70. 2
4
5
7
8
71. 2
72. 3

UNIT IV--BEST RESPONSES (Continued)

FRAME/RESPONSE

73. 1
74. 1
75. 3
76. 2
77. 3
78. 3
79. 1
80. 2
81. 3
82. 1
2
4
5
6
8
10
11
83. 3
84. 1
85. 1
86. 3
87. 2
88. 1
3

FRAME/RESPONSE

4
5
89. 3
90. 3
91. 1
92. 3
93. 2
94. 2
95. 1
96. 2
97. 1
98. 1
2
4
5
7
99. 1-a
2-d
3-c
4-a
5-b
6-b
7-d
8-d

FRAME/RESPONSE

9-d
10-b

THE CIVIL DEFENSE DIRECTOR/COORDINATOR:
AN ORIENTATION TO THE POSITION

UNIT IV TEST

TEST TYPE: Multiple Choice

NUMBER OF QUESTIONS: 20

VALUE OF EACH QUESTION: 5 points

DIRECTIONS:

1. Locate your student number on the cover of this textbook.

2. Select an answer card from those included in your instructional materials and enter your name, address, zip code, STUDENT NUMBER and UNIT NUMBER in the spaces provided on the card.

3. Each test question is followed by four possible responses. The questions are designed so that more than one of the four possible responses may appear to be correct. However, in each question there is one response which is better than the other three. Select the one (only ONE) which best answers the question. Make your selection on the basis of information given in Unit IV, not on the basis of your local situation.

4. Mark the answer you have selected on the answer card, using a soft lead pencil. Make a heavy mark completely covering the space between the lines of the answer you select. For example, if your answer for the first question were "a," you would mark the answer card as follows:

	a	b	c	d
1.	■			

5. Mail the completed answer card; it is self-addressed and postage paid.

1. A group of Coordinators are discussing their budgeting experiences as local Coordinators. When they ask you what you think the role of the local Coordinator should be in the budgeting process, you say: "The best action for me to take is to:

   a. do only those things which are traditional in my city for a Coordinator to do in the emergency operations budget."

   b. initiate efforts to influence the budgeting process to the advantage of emergency operations--even if it means educating my superiors."

   c. recognize that there is little I can do, and not be frustrated or discouraged by the fact."

   d. use whatever means are required to force budget action as I see it for emergency operations."

2. Shortly after your appointment as Civil Defense Coordinator, you dictated and signed a memo calling all department heads to a meeting on planning for emergency operations. For you to take the initiative in sending such a memo was:

   a. commendable, if the department heads understood from the Chief Executive that this was the way in which you were to function.

   b. commendable, if the Chief Executive agreed that this was the way in which you were to function.

   c. regrettable, because the department heads would probably resent the memo.

   d. regrettable, because the Civil Defense Coordinator never calls a meeting of department heads by means of a memo over his signature.

3. When the Police Chief hears that you are planning to organize a Civil Defense Advisory Council, he objects on the basis that citizens should not be encouraged to think they can take over the management of local government in an emergency. He argues that local government officials get paid for doing that. When you see how upset the man is, you decide to:

   a. agree and recommend to the Chief Executive that the idea to form a Civil Defense Advisory Council be temporarily shelved.

   b. agree that local government officials are employed for the reason he gives, but that citizens also have a responsibility to understand what is involved and make recommendations.

   c. agree that he is right but that a Civil Defense Advisory Council is needed in spite of the risk.

   d. be very tactful as you disagree with his entire argument and insist that a Civil Defense Advisory Council be formed.

4. During a planning meeting, the department heads are complaining about taking time to compile and turn in lists of their resources. The Police Chief says, "I know all of the equipment, men, and other resources within my department, and the other department heads know theirs. We don't need lists." You say:

   a. "If that is the case, we have saved ourselves some work."

   b. "We can't cope with disasters as separate departments, but by coordinating the use of the total resources within the city."

   c. "Let's check that out--how many men do you have in squad cars in the city today and how many would be free to be assigned to an emergency?"

   d. "All of the people with experience in emergency planning and operations stress that resource lists are a must, so they are important for us to have."

5. You have your first meeting with the Mayor to let him know you will take the Civil Defense Coordinator job for your city. In telling your wife about the meeting, you say you found out that you report to the Mayor by means of a monthly written report. Also, there is an office set up for you in the City Hall with a secretary. However, you forgot something which you should have made sure about in this initial interview. You should have asked whether:

    a. you were to make an oral or written presentation of your budget.

    b. there were any funds appropriated for civil defense functions.

    c. the city prepares its budget on a calendar or a fiscal year basis.

    d. you present your request for funds to the Mayor or the City Clerk.

6. You budget for your secretary's salary an amount which you later discover is half again that received by any secretary in the city government. When you hear about this imbalance, you think that:

    a. the imbalance will not matter since Federal matching funds pay half of her salary and she, therefore, costs the city less than other secretaries anyway.

    b. the request had little chance of being approved anyway, but you felt it would improve your secretary's morale to know the high value you placed on her work.

    c. you should have checked what other departments paid their secretaries.

    d. the request should be approved, because of your secretary's superior experience and ability.

7. Shortly after you take the job of Coordinator, you call on the Fire Chief, a gruff individual with a reputation for being intolerant of civil defense. "I need your help," you tell him. "I have just been appointed Civil Defense Coordinator to work with the city departments in making preparations for how we will function in a disaster. I really know very little about how our Fire Department is set up, or how it functions. I would like to learn these things from you..." Approaching the Fire Chief in this way was:

   a. contrary to the principles you have learned in this course.

   b. a shrewd move, though you really had no interest in how the Fire Department operated.

   c. commendable, because he would probably appreciate your desire to learn direct what you needed to know.

   d. commendable, though a questionable use of time since you already knew he was intolerant and uncooperative.

8. You talk with a new Coordinator at a State Association meeting. He feels at a loss as to how to get started in his job. You say, "The first thing that I did on my first day at work, in order to learn something about both the past and present civil defense programs in my community, was to:

   a. talk with the department heads of the city government to get the benefit of their ideas and knowledge."

   b. call at the local radio, TV, and newspaper offices to get copies of their news releases on local civil defense."

   c. read all the parts of the Federal Civil Defense Guide which I had."

   d. go through the files and documents I found in my office."

9. The Chief Executive directs you to budget for additional communications equipment for the city's temporary Emergency Operating Center. Being new in your position, you are not sure how much or what kind of equipment to list in the budget. You decide to:

   a. hold a meeting of communications representatives from the Fire and Police Departments, ham radio operators, the radio station, and the telephone company, and then budget on the basis of their recommendations.

   b. delegate to the Police Chief the responsibility for budgeting for the communications setup, asking him to work closely with the Fire Chief, since both departments have communications centers.

   c. read up on communications equipment, analyze the temporary Emergency Operating Center and the emergency operations plan, and then make a judgment on your own and budget accordingly.

   d. have the Chief Executive call a meeting of all department heads at which time several companies can demonstrate all of their different types of equipment and models. You will then budget what the group recommends, thus spreading the responsibility.

10. You worked hard encouraging all government departments, private organizations, and industries to write plans for emergency operations. When the temporary plans were done, the Fire Chief said, "We have all outlined how we will operate and the plans look good. Now we can relax a little." You could not relax because you knew that first:

   a. the plans would have to be tested.

   b. a great deal of editing would have to be done on the plans.

   c. the format of the plans would have to be standardized.

   d. the resource lists which the plans contained should be checked against resources listed in the yellow pages of the phone book.

11. You work one morning getting ready for a meeting the next morning with the State Operations Officer. He is coming to help you prepare for a briefing of city officials you are to give the next evening. The Fire Chief calls and asks you to go with him to the State Agency for Surplus Property on an important but hurried trip. Reluctantly you go, getting back too late to finish preparing for your meeting. You decide your problem is that:

    a. you do not set priorities for yourself.

    b. you have too much to do.

    c. other people impose on your time.

    d. you cannot refuse requests by department heads.

12. One day during heavy rains mud slides occur on some of the hills in your city. The houses perched on their heights are destroyed. Your government was taken by surprise and was unable to rescue the victims involved. The city would not have been unprepared if:

    a. resource lists of equipment within the city had been available.

    b. you had studied the disaster potential of your city and planned.

    c. the department heads had understood search and rescue techniques.

    d. the city's resources had included rescue equipment which was prepositioned.

13. Some Civil Defense Coordinators are discussing whether or not job descriptions are important to their jobs. Your reaction is that, for Civil Defense Coordinators,:

    a. job descriptions might sometimes prove to be important.

    b. job descriptions eliminate many misunderstandings.

    c. whether or not they have a job description should not affect their job.

    d. too much emphasis is usually put on formal job descriptions.

14. The discussion among the Coordinators went to the question of the Coordinator's authority. One man said that the Coordinator's authority should be spelled out in the civil defense ordinance. You said that as far as the Coordinator's function was concerned having his authority spelled out in the ordinance:

   a. was the only important thing, because it made his function legal.

   b. could be relatively unimportant, because so many provisions of ordinances were virtually ignored.

   c. shared importance with having the authority spelled out in detail by the Chief Executive for the department heads.

   d. was important but probably contributed little to his performance on his job.

15. The Chief of the Welfare Department requests that the local chapter of the Red Cross be represented at a meeting which you are holding with the department heads to consider the city's emergency operations plan and procedures. You react to his request by:

   a. objecting, because planning for emergencies is the responsibility of local government.

   b. objecting, because too many people at a planning meeting will delay progress.

   c. agreeing, because you don't want to kill the Welfare Chief's interest in the meeting and the Red Cross is a quasi-government agency anyway.

   d. agreeing, and asking the other departments also what people from private organizations they want at the meeting.

16. Another Coordinator challenges your statement that you are a coordinator first, last, and always. "Give me one example," he says, "of how you operate, officially, as a coordinator in the budgeting process?" You reply:

    a. "I help the City Clerk pull the city budget into its final form, after it is received from the departments."

    b. "I review the budget requests of all departments after they are turned in to see whether they have included any items which I should have budgeted for."

    c. "I help the departments with budget items which they need for emergency operations."

    d. "When the departments are preparing their budgets, I coordinate between them to make sure there are no overlaps in their budgets."

17. You visit a food manufacturing company in your city to encourage the company to prepare lists of the resources they would have available for emergency operations. You are embarrassed when the President interrupts you to say that the Chief of the Welfare Department has already made this request of him. You think that:

    a. the department heads should contact you before they make this kind of call upon organizations in the private sector.

    b. you may have difficulty when you visit other organizations, since you have no control over the department heads.

    c. the Chief of the Welfare Department probably contacted the President of the food company because they were personal friends.

    d. you should have agreed with the department heads as to who would do what.

18. While your books are being audited by the OCD Regional auditor, you cannot find a receipt for money spent on a siren. Finally you discover that the Fire Department has the receipt, because you budgeted jointly for the siren, and the major portion of the payment had come from their funds. The thing of main importance which you learn from this experience is that:

    a. Federal audits serve the useful purpose of keeping you on your toes.

    b. you should have a receipt for all payments in your files, or a note as to where the receipt is.

    c. the department spending the most money for an item keeps the receipt.

    d. you should have two sets of files with duplicate receipts in all cases, so that you are protected if one gets lost.

19. Soon after you are appointed Civil Defense Coordinator, you have a personal visit with each department head. You ask each of them: "How was your department involved in the flood the city had two years ago? Did you have any emergency functions? Any problems?" Your main reason for these questions is to:

    a. find out whether or not the man understands how his department functions.

    b. show that you are aware of the disaster potential of the community.

    c. find out what the concept of emergency operations is in the city government.

    d. use them as a means for beginning to get acquainted with the department heads.

20. When the call comes for your first civil defense budget preparation, you realize that you have to state more than a year in advance what funds you will need. You say to yourself: "I will:

a. list the recurring items which I know, like salaries and other regular expenses, and then make a reasonable stab at estimating what we will need for equipment, etc."

b. look at past civil defense budgets, and also at the budgets of other departments, and estimate on the basis of those budgets."

c. first break my work down into time segments and plan what I can expect to get done in each; then I will be in a better position to estimate my budget."

d. ask the Budget Officer who is responsible for putting the total city budget together to make these first estimates for me, based on what he knows of the city."

UNIT 5

STAFF COLLEGE OFFICE OF CIVIL DEFENSE • DEPARTMENT OF DEFENSE

SUPPORT:
Where Do I Go for Help?

UNIT V. SUPPORT: WHERE DO I GO FOR HELP?

A. To people.

1. Local people. (Frames 1-19)
    a. Individuals in the community.
    b. Groups and organizations in the community.
2. State people. (Frames 20-26)
    a. State Civil Defense Agency.
    b. State agencies with civil defense responsibilities.
    c. State associations of Civil Defense Coordinators.
3. Federal people. (Frames 27-34)
    a. Federal (Regional) civil defense personnel.
    b. Other Federal agencies with civil defense responsibilities.

B. To publications.

1. State civil defense publications. (Frames 35-36)
2. Office of Civil Defense publications. (Frames 37-43)

C. To training and education.

1. State and local training courses. (Frames 44-47, 52-54)
2. Home study courses. (Frames 48, 49)
3. Office of Civil Defense Staff College resident courses. (Frames 50, 51)

(SUGGESTED BREAK: FRAME 34.)

UNIT V. SUPPORT: WHERE DO I GO FOR HELP?

"Many hands make light work." This quotation may be for some people only a timeworn phrase with a commonplace thought. But you, as a Civil Defense Coordinator, know well the continuing truth which the words contain. Your very title carries with it the idea that you do not stand alone in the business of preparing your community to cope with emergency situations. Rather, you coordinate the efforts of the "many hands" involved in the "work."

As you have progressed through this course, you have learned, sometimes indirectly, a few sources from which you may obtain information, guidance, or technical assistance. Now, Unit V, the final unit of the program, will point out more specifically some of the kinds of help which you can get from:

1. people--the people in your community, or in the local, State, and Federal governments;
2. publications; and
3. civil defense training and education.

V.A.1. THE HELP AVAILABLE LOCALLY.

FRAME 1

You have only recently taken the Civil Defense Coordinator position. One morning you sit at your desk thinking. "What do I really know," you ask yourself, "about such things as nuclear radiation, the monitoring of radiological fallout, and the protection factor of shelters? What do I really know about how this community should operate in an emergency, like a flood or a tornado? What do I know about communications equipment and procedures, about warning the people--even the wording of the messages, let alone the method by which the people will receive the messages? I don't know enough. If I am to serve as an effective staff man to the Chief Executive, there is so much I must learn, so much I must do. Can I do it alone? It seems to me that the best procedure for me to follow is to: (Check the best response.)

_____1. proceed with my job, even though I must depend only on myself, and feel assured I will be picking up the information I need through the process of trial and error as I go along."

_____2. just start out and hope that others will volunteer the help and information I will need from time to time."

_____3. request help from others--help in learning about the things which need to be done and then help in doing them."

FRAME 2

Your thought continues: "OK, so where do I start looking for help? I ought to start right here in my community, with the people who are right here."

At this point your line of thought is interrupted as Mr. Boons walks into your office. He is the Civil Defense Coordinator of a neighboring city whom you have already met. After greeting you, he explains that he was in the city on business and dropped by hoping you would be in. You tell him what you have just been thinking and say that you would have called him soon anyway. Because of his experience as a Coordinator, you had decided that you would ask him whether or not: (Check the best response.)

_____1. there would ever be any relief from the nervous tension involved in getting started in your job.

_____2. he would assist you with one of your first tasks, the identification of the kinds of local people who could help you.

_____3. he thought a Coordinator should start out his job by trying to force the people in his community to fulfill their obligations as citizens of that community.

FRAME 3

Mr. Boons replies, "We Civil Defense Coordinators ought to help each other, and I will be glad to do whatever I can to assist you. You are wise to start with individuals right here in your own community, if you are going to identify sources of help. Of course, maybe you really should begin by organizing a Civil Defense Advisory Council, or Emergency Council, and outlining the kinds of people from the community that you would want as members. They should be people who are: (Check the best response.)

_____1. strong politicians."

_____2. community leaders and influential people."

_____3. looking for an opportunity to be in the public eye."

FRAME 4

You tell Mr. Boons that the County Civil Defense Coordinator gave you the same suggestion several days ago. His idea was that you should begin working with your Chief Executive on organizing a Civil Defense Advisory Council composed of leaders and influential people in the community. So this was something which you had already started to do.

You now turn the conversation to another aspect of the problem of locating people who can help you by saying, "I also know that individual employees within my local government can introduce me to people in the community who can perform different emergency services which the city needs. Government employees know many people in the city who:
(Check the best response.)

_____1. can give needed help in special technical and professional areas."

_____2. want some kind of a volunteer job in order to feel useful, even though they may not be too well qualified."

_____3. are inclined to get involved any time there is a chance for publicity."

FRAME 5

You acknowledge another source of help which many new Civil Defense Coordinators would have. You say, "Before he moved away from the city, I went to see the man who had been the Coordinator before me. He gave me a couple of good bits of advice, but I really didn't know enough at that time to even ask the right questions. I am sure that if he had remained in the city he would have been: (Check the best response.)

_____1. checking on me from time to time to see whether or not I was making the same mistakes he had made."

_____2. willing to give me more information on emergency operations in the city in the past, as well as what was going on in current programs."

_____3. telling me how glad he was to be relieved of all of the headaches which come with this job."

FRAME 6

"A former Coordinator can always be of help to new civil defense personnel, if he is available," Mr. Boons agrees, "but don't underestimate the other sources of help which you have in the community. There are a significant number of individuals with special interests, like ministers or teachers, who can do a lot for you because they have influence with many of the people in your city. For example, the Superintendent of Schools could be of real help to you. He can get instruction on emergency procedures into all of the schools, so that the children of the community will know what to do in disaster. Also, he will: (Check the best response.)

_____1. help you reach the parents, through the children and through the activities of the school system's many PTA organizations."

_____2. probably be so eager to have a voice in this kind of activity in the community that he may be hard to manage."

_____3. Most surely be the best person to assist the city departments with their tasks, like assisting the Public Works Department with street repairs."

FRAME 7

As Mr. Boons talks, ideas begin to take shape in your mind. You say, "I am beginning to see some possibilities. It is true that the Superintendent of Schools would be a good person for me to contact because he can reach the children, and the parents through the children. But there is another possibility I see. He would also probably be the one best able to get the school system and specific schools in it to: (Check the best response.)

_____1. arrange for regular speeches to be made to various groups in the city on the mass medical care required in disaster."

_____2. arrange for lists of available boats in case we have another bad flood, like the last one which did so much damage here a year or two ago."

_____3. develop emergency operations plans for the schools and to coordinate those plans with the city's overall emergency plan."

FRAME 8

Your mind is racing. "Another thing," you continue, "the Superintendent of Schools could probably even lead me to teachers in the school system who might be likely persons to teach some civil defense training courses. Or he could lead me to: (Check the best response.)

_____1. other specific school personnel who will be needed in emergencies to give the kinds of professional assistance which they can do best."

_____2. those people in the community who could help with large mass feeding stations, or with the clothing of the masses of survivors or displaced persons after a disaster."

_____3. individuals who would be anxious to be auxiliary policemen, since teachers are used to telling other people what to do and to instructing them in how to do it."

FRAME 9

Mr. Boons follows your words intently. "You are right on the beam," he says encouragingly. "Now, in the same way in which you have identified the Superintendent of Schools and what he can help with best, you can also identify other individuals whose jobs give them a great deal of influence with the people in your community. For example, the pastors of the churches in your city probably are in a position to reach more people in the community than any one other category of people can reach. So if you want certain programs pushed through public information, say, it might be a good thing sometimes to get the pastors to help. So you can see, once you have pinpointed the influential people, you can: (Check the best response.)

_____1. encourage them to help, showing them the things which they are probably better able to do than anyone else in assisting the city to cope with emergencies."

_____2. direct them as citizens, to take certain jobs or give certain amounts of their resources, because no citizen should be allowed to shirk his duty."

_____3. determine what their total number is and hope as time progresses that they will see on their own what needs to be done and do it."

FRAME 10

"And this leads me right into another point to be made on where you get help," Mr. Boons volunteers further. "Contacting individuals, as individuals, is fine, if you need a specific skill at a specific time. However, there are always a number of groups and organizations in any community, also. You will want to include the ones in your community, and their resources, in your city's disaster planning. Many of these groups will be valuable to your emergency operations program because they have: (Check the best response.)

_____1. enthusiasm for their own goals which will carry over to your goals."

_____2. normal day-to-day programs which are closely related to some of the tasks city government will be doing during emergency operations."

_____3. surplus people eagerly waiting to be assigned to any volunteer tasks you might want to give them, which will easily solve all of your manpower problems."

FRAME 11

You reply to Mr. Boons: "I believe I can anticipate what your next suggestion is going to be about these community groups and organizations with programs which are related to emergency operations. You are about to say that: (Check the best response.)

_____1. we in city government are not unique in having some unusual job to do during emergency operations, that many people have on-going programs which are just as unusual."

_____2. private groups and organizations in the city can probably understand the jobs to be done in emergency operations better than employees of city government themselves can understand those jobs."

_____3. since city government cannot do all of the emergency jobs alone, it is a good plan to get private groups to help with those tasks which are the most closely related to their own group's programs."

FRAME 12

"Exactly," Mr. Boons agrees. "Give any particular group those emergency jobs which are related to the group's specific capabilities. That is, give the group tasks with which it is already at least somewhat familiar. For example, a taxi company, or a storage and moving company, would have the vehicles and 'know how' to assist with the transportation of people or things. So that is where they would be used. Now, carrying the principle further, you wouldn't seek help with this same kind of emergency problem from a restaurant association, would you? Rather, you would seek help from the restaurant association on something like: (Check the best response.)

_____1. directing traffic."
_____2. blocking off streets."
_____3. the feeding of people."

FRAME 13

You sit quietly and wait because you feel Mr. Boons has more on this point. He does continue: "Now, you even go a step further in this relating of emergency assignments to what the private organizations receiving the assignments can do best. That is, usually a city department head would know better than anyone else what organizations and groups in the city would be the most able to help with the jobs in his department. You don't step in, then, and just assign people to him. No, you still function as a staff man, advising and coordinating, and that department head should be the one to first identify and then finally assign specific tasks to: (Check the best response.)

_____1. those organizations whose officers happen to be close personal friends of his, whether the group's activities have anything in common with his department or not."

_____2. those groups whose normal program operations most nearly relate to the emergency operations of his department."

_____3. any organization which has a talented enough leader to enable the organization to make a worthwhile contribution to the city's emergency operations."

FRAME 14

"You mean," you say, "that the Head of the Welfare Department, for example, would be the natural one to work with the Red Cross, and I should work with him and let him make the decision," Mr. Boons nods agreement. He says, "Take things like mass feeding and clothing distribution which will probably be required after a disaster. These kinds of jobs are: (Check the best response.)

_____1. closely related to the regular activities of both the Welfare Department and the Red Cross, and they could effectively work together on them, but the head of the department is the best one to say who he wants."

_____2. areas in which the Red Cross might be capable, but they would also probably be reluctant to get involved, and the Welfare Department would be the most able to effectively prod the Red Cross people."

_____3. areas in which the Red Cross has no experience, but they have a willingness to learn which the Welfare Department could most effectively use."

FRAME 15

"The theory sounds good," you assure Mr. Boons. "But you just don't know my department heads and the load they carry. If I should suggest that they do this work on top of everything else, they would spiral right up through the overhang."

Mr. Boons smiles, but he is not deterred. "Be a diplomatic staff man," he replies. "Let a department head know that you understand how busy he is and that your plan is to get him help. Ask him which organizations are the most capable of helping him and how he sees them as fitting into what his department has to do in an emergency. Then, if he just can't do it, suggest that maybe you could draft up an emergency operations plan for each of the organizations he has named, which would fit into his department's plan as he has suggested. You would bring these plans you draft to him for approval. You might also suggest that you could go to the organizations and explain the whole thing to them. Finally, you might suggest arranging a meeting between the head of a particular organization, the department head, and you, to finalize how they will work together in emergencies. You see, in all of this, you: (Check the best response.)

_____1. hope that recognition for you results from all of your hard work."

_____2. are continuing to act in your role of Coordinator."

_____3. are really taking charge of the department heads and private organizations and are telling them what they are going to do."

FRAME 16

Mr. Boons continues: "Yes, the many groups and organizations in a city can do a lot in emergency operations. Look at all of the medical, nursing, dental and hospital associations there are. They can help the Health and Medical Department by making the medical and auxiliary personnel in the community available for emergency assignments. Church organizations can help with public information, shelters, shelter stocking, and shelter management, among other things. Industries have facilities, manpower, and resources. Labor organizations have influence with their memberships. Then there are a number of service organizations, each with its own unique capabilities. And there are special purpose groups, like rescue units. The list of groups which can help is long. Yet there is not one other place in an entire city, except in your emergency operations coordinator position, where: (Check the best response.)

_____1. multiple copies of a list of the names of these organizations can be typed up."

_____2. all the resources which are in that city are coordinated into one overall emergency operations capability."

_____3. these organizations can find a way to have a voice in the city government."

FRAME 17

"First, last, and always a coordinator," you murmur as Mr. Boons pauses.

He nods and replies, "Yes, always a coordinator. These organizations in your city may all have widely different kinds of resources. And those resources may be scattered over a wide geographic area. This means that coordination: (Check the best response.)

_____1. of your city's total resources will probably be one of the easiest jobs you will have."

_____2. is a great and continuing need in your community, and you will have to work hard to achieve it."

_____3. probably already exists in your community without effort, and therefore, it need not receive too much emphasis."

FRAME 18

"I would like to reflect a moment on what we have been going over," you say to Mr. Boons. "It seems to me we have pointed out some important basic principles for Coordinators to follow in getting the help which is available to them in their communities. First, during our conversation just now, we have said that in any community help can be obtained from these kinds of local people: (Check ALL of the correct responses below. THERE ARE SEVERAL.)

_____1. individuals in the community with talents in special technical and professional areas.

_____2. socially influential people from the State Capitol.

_____3. community groups and organizations.

_____4. individuals within local government.

_____5. former Civil Defense Coordinator for your jurisdiction.

_____6. heads of the National Headquarters of Federal Agencies.

_____7. representatives of industries located in other cities who do business in your city.

_____8. experienced Coordinators of other jurisdictions.

_____9. community leaders and influential people.

FRAME 19

"Now," you go on, "that was our first principle: we should identify those different kinds of people in a community who can give help, identify the positions which need to be staffed, and then the person in that position. Another basic principle we talked about was that community people and groups should be asked to help in the areas where they are best qualified to serve. In other words, we discussed some of the kinds of things these different types of people could do best."

(Do the following exercise covering the points made above. Place the number of the type of individual (or group) from the first column in the blank before the item in the second column with which he could best help you.)

The People

1. Community leader with position which gives him influence over many people.
2. Experienced current Civil Defense Coordinator.
3. Technical or professional individual.
4. Community group or organization.
5. Government department head.
6. Former Civil Defense Coordinator in your jurisdiction.

The Job (Who could do it best?)

____Assist city department heads with those emergency operations functions which are most closely related to the regular program activities of their own group.

____Identify those community groups which can best help with the emergency activities of his city department.

____Influence large groups of people in the community to support emergency operations program.

____Give you experienced advice and guidance on how to proceed in your job.

____Assist individually in specific technical or professional areas.

____Information on what has happened in civil defense in your community in the past.

V.A.2. THE HELP AVAILABLE FROM THE STATE CIVIL DEFENSE OFFICE.

FRAME 20

"One thing in connection with what you have said worries me," you confide to Mr. Boons, "and that is the idea that I will have to help write emergency operations plans. I know nothing about writing such plans--what format they should be in, what they should contain, how they should be worded. Frankly, it really does worry me."

Mr. Boons understands your apprehension, under the circumstances, but he reassures you. He says that there are State Civil Defense people available to help you learn about emergency operations plans. He points out that you: (Check the best response.)

_____1. really won't need their help, even though it is available; you should just sit down and start writing.

_____2. should contact the State Civil Defense Office, for information on the format and contents of emergency operations plans.

_____3. should ask your budget review body to let you budget money for hiring somebody to do this part of your job for you.

FRAME 21

Your profitable visit with Mr. Boons draws to a close. You thank him once more for the tremendous amount of help which he, an experienced Civil Defense Coordinator, has freely given to you, a newcomer in the field. After he has gone, you immediately phone and make an appointment for the next day with the Operations Officer of the State Civil Defense Office. If your State had had State Area Coordinators, you know you would have: (Check the best response.)

_____1. forgotten about the whole idea of going to the State Civil Defense Office for assistance, because State Area Coordinators resent requests for help coming from local Coordinators.

_____2. considered yourself lucky not to have needed to talk to your State Area Coordinator sooner, because he might think you were stupid if you had asked for help even earlier.

_____3. made the appointment with your State Area Coordinator, since he would have been the one especially designated by the State Civil Defense Office to help you.

FRAME 22

You feel sure that the Operations Officer will be able to help you learn the different kinds of guidance, assistance and information which the State Civil Defense Office can give you. You know already, vaguely, that they help with things like civil defense training, Federal matching funds, surplus property, plans for emergency operating centers, community planning for shelter use, the Program Paper, and information on the Federal government agencies having Federal directives for responsibilities in civil defense.

"They will help me in all of these areas," you say to yourself, "and I am sure I have listed only a small part of the assistance the State gives local jurisdictions. Tomorrow I'll find out what some other areas are, as well as get more information on these I have listed. The thing of it is, probably some people at the State Office are experts in one of these program areas, and others are expert in other areas. It seems as though it would make the most sense for me to: (Check the best response.)

_____1. just be free to call the same person all of the time, regardless of who works in what area."

_____2. know which State person I should contact at any one time, depending on the particular problem I had at that time."

_____3. call the State Civil Defense Director himself whenever a problem comes up, and let him decide personally who should help me."

FRAME 23

"After all," you reason, "if the procedure which the State Office wants followed is that I contact only one person, regardless of the nature of my problem, then that is OK with me. Or if I am to contact different people according to the nature of my different problems, then that is OK, too. But I ought to know what their procedure is in order to: (Check the best response.)

_____1. eliminate overworking my secretary in making needless calls to the State Civil Defense Office."

_____2. work efficiently and cooperatively with them."

_____3. be able to get around their rules and regulations better."

FRAME 24

Your private planning session is not over. You think, "I will go back to my habit of making lists of the things I need to do. This time it will be a list of the items I want to ask the Operations Officer about. First on my list is this: if some Federal government agencies have Federal directives delegating certain responsibilities in civil defense to them, then maybe some State agencies also have such responsibilities. I had better write a note to ask the Operations Officer whether or not: (Check the best response.)

_____1. my attitude of wanting to cooperate with the State in their procedures is of any benefit to them or me."

_____2. the Federal government has any authority over State agencies in the area of civil defense."

_____3. any State agencies have civil defense responsibilities, and if so, how that affects my job here in my city."

FRAME 25

You remember also that you once heard the County Civil Defense Coordinator mention some meeting which he had attended. You remember it as having been a statewide meeeing with many local Coordinators present. Now you become aware of the significance of such a meeting.

"My next item," you think, "will be a note to ask the Operations Officer whether or not: (Check the best response.)

_____1. my County Civil Defense Coordinator could possibly have attended such a meeting."

_____2. there are statewide meetings for local Coordinators, maybe an association of some kind, and how I would benefit from belonging to the association."

_____3. the County Coordinator is a person whose judgment is to be trusted, so that I can make up my mind if the meeting he attended was really worthwhile."

FRAME 26

The next day you talk with your secretary before leaving for the meeting with the State Operations Officer. "Please ask him some questions for me," she requests, "on the forms which I need to fill out periodically and send in to them. I am not sure just which ones they want, nor how often they want them. I know the State Civil Defense Office helps local Coordinators learn how to complete the administrative forms, records and reports which the State requires. In fact, the State Civil Defense Administrative Officer told me that he would be glad to show me how to do them some day if I could come up. And I would like to know exactly how to do some of the things which we have to send in to them routinely."

You reply, "I really think you should: (Check the best response.)

_____1. go to the State Office with me, because it will give you an opportunity to get acquainted and learn a great deal."

_____2. be able to handle all of your business with them on the phone."

_____3. drive up some day on your free time and talk with the secretaries in the State office about the forms."

V.A.3. THE HELP AVAILABLE FROM FEDERAL (REGIONAL) CIVIL DEFENSE PERSONNEL.

FRAME 27

Your secretary is pleased to be able to go with you and learn how to do the reports and records which are required by the State Civil Defense Office. During the trip to the State Office, she reminds you of something important. "Isn't it true," she asks, "that if we want help from the OCD Regional Office we are supposed to: (Check the best response.)

_____1. call them on the phone directly, using a code number for the call?"

_____2. go through the State Civil Defense Office with our request?"

_____3. send them a completed form requesting the help?"

FRAME 28

You tell your secretary that you surely are supposed to go through the State Civil Defense Office if you want to request help from the OCD Regional Office. You are glad she has mentioned this because it reminds you to ask the Operations Officer: (Check the best response.)

_____1. what good it is to have an OCD Regional Office if you can't call them when you need to talk with them.

_____2. what OCD Regional personnel there are available for help to local jurisdictions and what kinds of things they help with.

_____3. who made the rule that local jurisdictions were to go through the State Civil Defense Office to contact the OCD Regional people.

FRAME 29

"I know," you say as you continue the conversation with your secretary, "that there is an OCD Regional Field Officer assigned to our State. I also know we have to go through the State Civil Defense Office to contact him, but I am not sure what he is supposed to do to help us. Believe me, when we go home later today, I am going to know: (Check the best response.)

_____1. exactly what the Regional Field Officer can help us with."

_____2. why it is that there is only one Regional Field Officer assigned to a State."

_____3. why in the world we in our city haven't even had a glimpse of that Regional Field Officer to this day."

FRAME 30

"There is another thing I would like to know," your secretary responds, "and that is just what the Regional Training and Education people do. I read in an old OCD Annual Report which I found in the office the other day that there is something called a Training and Education Program which is nationwide. Probably what the Regional Training and Education people do is: (Check the best response.)

_____1. give States and local jurisdictions help with training and education for emergency operations, but does that mean they come out and teach the classes themselves?"

_____2. work there in the OCD Regional Office without much idea, really, of what training and education for emergency operations the cities and counties actually need."

_____3. educate us on Program Papers. At least whatever they do, it most likely isn't any more related to what our problems are than the Program Paper is related to their work."

FRAME 31

"No," you answer, "I am sure the OCD Regional Training and Education people do not teach the classes themselves. But they probably assist us in those activities, just as the Regional Office gives technical information and assistance in so many areas. However, OCD isn't the only Federal agency with programs which affect our local emergency operations. We will get the State Civil Defense Office people to clue us in on what all of the Federal agencies do. The Office of Emergency Preparedness, for instance, has something to do with assistance in natural disasters, and the Department of Agriculture, I understand, has worked for many years in rural civil defense. We need to find out from the State Civil Defense people what Federal aid is available for natural disasters and how to go about getting it. An example of something along this line which I have been wondering about, too, is whether it is true that there is such a thing as Military support for civil defense. We'll find out about all of the Federal agency programs and possible Military support from the Operations Officer. It would be a mistake for us to: (Check the best response.)

_____1. act too interested, though, in the work of Federal agencies and the Military, because the State people would probably get the impression that we want Uncle Sam to do everything for us."

_____2. really expect the State Office to take the time to brief us on anything other than just what would benefit their personnel directly."

_____3. neglect to learn what Federal assistance is available to us, in any form, and to make the best use of it."

FRAME 32

"I have a list of items there in my brief case which the State Civil Defense Office can help us with," you tell your secretary, "and we have mentioned others. We haven't covered everything, that is certain, but get the list and let's review it together. You can add any I don't have down." Your secretary checks the list. (Check ALL correct responses. THERE ARE SEVERAL. Review frames 20-31, if necessary.)

_____1. The writing of emergency operations plans.

_____2. Program Paper completion.

_____3. Information on State associations of local Civil Defense Coordinators.

_____4. Training, Federal matching funds, surplus property, emergency operating center plans, community shelter planning, and other emergency operations programs.

_____5. Names of people in your community who can help you.

_____6. State agencies with civil defense responsibilities.

_____7. Completion of administrative forms, records and reports.

_____8. Information on Federal personnel and agencies available to help local jurisdictions with emergency operations programs.

_____9. Military Support to Civil Defense.

FRAME 33

"That list is good enough to start with, at least," you decide, "but let's just be more specific in the last item, the one having to do with information on Federal personnel and agencies available to help. We said the State Office could: (Check ALL correct responses. Review frames 27-31, if necessary.)

_____1. acquaint us with what OCD Regional Office personnel are available to help and what they can help with.

_____2. help us avoid Federal regulations which might slow up our planning for emergency operations.

_____3. serve as a channel through which we contact the OCD Regional Office for help.

_____4. give us information on all Federal agencies with programs which affect our local emergency operations, including Military support.

FRAME 34

"Maybe we ought to review one more thing," you continue. "I believe as we talked we identified some valuable principles on how we should operate with State and Federal people. Why don't you write them down, too, just to fix them more firmly in our minds?" As you review the principles together, she writes: (Check ALL correct responses. THERE ARE SEVERAL.)

_____1. The State Civil Defense Office is one of the first places we should go for help--if they can't give the help we need, they can point us to the people who can help.

_____2. We would get help from our State Civil Defense Office through a State Area Coordinator, if there were one in our State.

_____3. The State Civil Defense Office will have procedures we should follow in seeking help from them, in order to work effectively and cooperatively with them.

_____4. It is beneficial for the administrative personnel, or office staff, in the local civil defense office to have the opportunity to visit the State Civil Defense Office.

_____5. The State Civil Defense Office dictates in detail what a local jurisdiction may or may not do in emergency operations, rather than providing willing assistance and guidance.

_____6. Contacts of local Civil Defense Coordinators with the OCD Regional Office should be made through the State Civil Defense Office.

(THIS IS A GOOD TIME TO TAKE A SHORT BREAK.)

V.B. THE HELP AVAILABLE THROUGH PUBLICATIONS.

FRAME 35

You and your secretary arrive at last at the State Civil Defense Office. While she is talking to the Administrative Officer about topics related to the work she does, you go over your complete list of items with the Operations Officer. When you have finished discussing all of the items, the Operations Officer remarks to you: "There are a couple of other things I would like to mention at least briefly. One of them is the help which you can get from some publications which are either mailed to you routinely, or are yours for the asking. First, for all practical purposes, probably the most important of these to you is the State published Local Civil Defense Coordinator's Manual. Now, all States do not have such a manual. Our State does. We hope you will use every bit of information it contains that will help you in any way, whether that information is concerned with Federal matching funds, surplus property, training and education, or whatever. Another thing the State Civil Defense Office does is to: (Check the best response.)

_____1. require that you read all of the materials coming to your office which appear to be official publications."

_____2. urge you to become familiar with all of the directives, information bulletins, technical bulletins, etc., which come to you from either the State or Federal governments."

_____3. refuse to publish materials to help local Coordinators, if there is evidence that the publications are not read."

FRAME 36

"In time you will know these directives, information bulletins, technical bulletins and other official documents well and know the types of information they contain," the Operations Officer continues. "The important thing is to: (Check the best response.)

_____1. determine how they affect your planning and your programs and then have them working for you by using the information they provide, rather than gathering dust in some isolated spot."

_____2. assemble them all carefully, in case you have the time some day to look through them and see whether there is anything really worth reading."

_____3. get your job done and let the reading take care of itself, or assign it to your secretary to do, since reading is a real luxury these days."

FRAME 37

"A good example of an important Office of Civil Defense publication is the *Federal Civil Defense Guide (FCDG)*. It can have real meaning for your entire emergency preparedness program," the Operations Officer adds. "The *FCDG* is not put out just to clutter up your office. It represents the very best thinking in Federal government on the advice and assistance which the Federal government can give State and local governments to help them with the tremendous task of preparing to survive in case of a nuclear attack. Why, just the kinds of things the *FCDG* covers sounds like a *WHO'S WHO* for civil defense programs. You really should: (Check the best response.)

_____1. try to convince yourself, psychologically, that reading the *FCDG* is not difficult."

_____2. read every word of the *FCDG* almost immediately."

_____3. make it an early habit to refer to the *FCDG* for assistance in any technical, planning, program development, or other area related to your job."

FRAME 38

"I am glad," you tell the Operations Officer, "that you have talked about the Federal Civil Defense Guide. We have a copy in our office and I have given my secretary instructions to be sure to keep it up-to-date. I must confess that I have not read it all, nor do I always find it the very easiest reading material, but: (Check the best response.)

_____1. I try not to get too sleepy when the time comes to go over some of the Chapters and Appendices."

_____2. I am convinced that nowhere in one place will I find more complete printed guidance, and I can always come to you if there is something in it I don't understand."

_____3. maybe I should make the time somehow to read a little of it now and then on a regular basis, just so I can appear familiar with it when the Regional people come around, if nothing else."

FRAME 39

"There are other OCD publications you will find very useful," the Operations Officer states earnestly. "Since you are just beginning in this new field, I do not think you should be without them. Let me mention three or four. There is a little guidebook prepared by the American National Red Cross for the Office of Civil Defense. It is called Community Involvement in Civil Defense, H-11-A. It shares with Civil Defense Coordinators the many years of experience which the Red Cross has had in working with community resources to meet the needs of communities in emergency."

You tell the Operations Officer that it sounds to you as though the guidebook would: (Check the best response.)

_____1. no doubt be of value to Coordinators in larger jurisdictions, but not to you.

_____2. probably give you some help with something you had discussed with Mr. Boons, and that was how to get private organizations in your city to cooperate in emergency operations planning.

_____3. probably be quite technical in nature, and maybe even harder to read than the Federal Civil Defense Guide, but you could give it a whirl.

FRAME 40

You ask the Operations Officer to go on to mention the other OCD publications which he thought would help you. He replies, "We can't cover them all. However, there is a citizen's handbook on actions they should take in case there is a nuclear attack or a natural disaster. It is called In Time of Emergency, H-14. This handbook supports the idea that lives can be saved if people are prepared for emergencies and know what to do when they occur. Though later you may want to issue some additional emergency instructions specific to your city, this handbook would be good: (Check the best response.)

_____1. right now for only your City Commissioners, since they are totally responsible for all of the citizens in your city and for what the citizens do in an emergency."

_____2. for you to have on hand with the idea of calling it to the attention of your Chief Executive some day as being something he might possibly want to read."

_____3. general guidance for all of your citizens to have right now, because every person needs to know what to do to save himself and his family if disaster strikes."

FRAME 41

The Operations Officer continues, "Then there is a booklet called Civil Defense--A Vital Concern to PTA, MP-53. It suggests how PTA members can assist in protecting school children from the effects of major disasters. Also, there is a labor leaders' briefing guide called Labor's Role in State, County, and Local Civil Defense, MP-48, which will help you in your work with labor organizations. And if you ever have any meetings at which you want to show films, you will want a copy of the Civil Defense Motion Picture Catalog, MP-6. These are only some random examples of publications which are yours for the asking. I will give you a copy of the OCD Publications Index, MP-20. It will: (Check the best response.)

_____1. look very good in your bookcase beside the FCDG."

_____2. seem very technical to you but impress you nevertheless."

_____3. tell you what OCD publications you can get and how to get them."

FRAME 42

"Of course," the Operations Officer states further, "Not every publication which might be of use to you will be found in this one index. For example, there is a publication, available from the Government Printing Office, which I think gives a better overall picture of what is happening in civil defense across the country than you can get almost any place else. Believe it or not, that publication is the Office of Civil Defense Annual Report. The Annual Report is not something you would give to the ordinary citizen for quick reading on civil defense but it will be helpful to you as a professional. Since you are new to the civil defense management field, it will alert you to ongoing programs and give you useful information about them. Let me give you an example. Did you know that the Radio Amateur Civil Emergency Service, known as RACES, is a national program whereby amateur radio operators supplement State and local communications systems?"

When you shake your head to the contrary, the Operations Officer continues, "Well, it is estimated that 35,000 or more amateur radio operators are participating in RACES today. It is likely that you have RACES members in your city who can assist you by filling emergency communications positions, or give other communications help. The point is, RACES is described in the OCD Annual Report, and: (Check the best response.)

_____1. you would have been alerted to the RACES program by reading the Annual Report."

_____2. you may get so interested in reading the OCD Annual Report that you will neglect everything else in your busy office."

_____3. I hope you will not wish I had never mentioned any of these publications to you, if you find that they take more time than you really want to give them."

FRAME 43

You remark to the Operations Officer, "I have learned so much today. I find I have to keep going back to summarize things to be sure I am not losing important points. For example, just in what you have said on publications you have made me aware that: (Check the ONE CORRECT response.)

_____1. there are helpful publications which are available to local Coordinators but locating and securing these publications is difficult."

_____2. there are both State Civil Defense and Office of Civil Defense publications which are available to local Coordinators, and I should make good use of them."

_____3. the State Civil Defense publications which are available to local Coordinators are for distribution to citizens; the Office of Civil Defense publications are very technical in nature and are not for distribution to citizens."

V.C. THE HELP AVAILABLE THROUGH TRAINING AND EDUCATION.

FRAME 44

During your meeting with the Operations Officer, you have noticed a booklet on his desk with the words Staff College, Office of Civil Defense across the front cover. Since you have been discussing publications, you feel free to ask what this one is.

"This is the Course Catalog of the Office of Civil Defense Staff College," he replies. "I am glad you asked because you are reminding me of something else that I wanted to have the State Training Officer discuss with you. He should talk with you about: (Check the best response.)

_____1. whether you like the layout of this catalog which has to do with civil defense training and education."

_____2. the kind of paper and type which should be used in printing civil defense training and education publications."

_____3. the civil defense training and education which would be of help to you in your job."

FRAME 45

"Training and education is something we have never talked about before," you tell him, "but if there are some courses which will help me to get my job done, I will gladly sit a while longer and hear about them."

The Operations Officer then tells you that within your State there is a training program called the Civil Defense University Extension Program (CDUEP). Under this program, civil defense courses of classroom instruction are offered through the extension division of one of the State universities. The courses cover such things as shelter management, civil defense management, radiological monitoring, the radiological defense officer function, civil defense planning and operations, and community shelter planning.

"As soon as the University publishes its schedule of courses for this year," he assures you, "we will see that you get a copy. Maybe we will be able, through our State Training Officer, to work out some plans for you to attend some of the courses. I guess it would be a good idea for me to call him right now and see whether he: (Check the best response.)

_____1. can come in and talk with you about the different kinds of training and education which are available to you."

_____2. is in his office and working on training and education."

_____3. thinks I should give you a copy of the Staff College Catalog now or wait until later."

FRAME 46

The State Training Officer comes in to meet you. He is brought up-to-date on what you have been told so far on the CDUEP. The Training Officer says, "The CDUEP courses will help you in many ways, if you can manage to attend some of them. In fact, they are good training for all people who hold emergency operations positions. You are the one who selects the course which meets the training needs of a person in a particular position in your city. This means that not only are you eligible to attend CDUEP courses but also: (Check the best response.)

_____1. your mayor may attend."

_____2. your city commission members may attend."

_____3. anyone in your city may attend CDUEP courses, if he has an emergency assignment and needs to understand better how to do it."

FRAME 47

The Operations Officer interjects a new thought, saying, "There is one thing offered under the CDUEP which will be of special interest to you. It is Emergency Operations Simulation Training. Some day not too long in the future you will be wanting to test your emergency operations plan to see if it really works. At the same time you are testing the plan, you are also training the officials of your city in the procedures, the decision making, and all the other things which are involved in the positions they fill while operating under that plan during an emergency. Now, that is exactly what the CDUEP Emergency Operations Simulation Training is all about. The University comes into a selected city and conducts a simulation exercise. That is, they stage a mock emergency, put the city's emergency operations plan into effect, and use the city officials in the positions which they would have in a real emergency. Thus the officials get trained and the emergency operations plan gets tested. Of course, the number of exercises which the University can hold in a year is limited. But even if such training is not held in your community this year, perhaps you can: (Check the best response.)

_____1. observe one of these exercises in another community, taking some of your officials along, and get help this way in planning your own exercise."

_____2. be thankful that they won't be in your city, because it involves a great deal of work on your part when they do come."

_____3. assume a positive attitude about the whole thing and count the reasons why it is probably better that they did not come."

FRAME 48

The Training Officer emphatically agrees on the value of Emergency Operations Simulation Training. "Meanwhile," he adds, "I understand that you are currently enrolled in a Staff College home study course for local Civil Defense Coordinators. That is good. Did you know that there is also another Staff College home study course of programed instruction? It is an orientation course called Civil Defense, U.S.A. (CDUSA). This course is: (Check the best response.)

_____1. an orientation to the on-going civil defense programs in the United States."

_____2. technical instruction for people who want to become experts in military defense of civilians."

_____3. a resume of what might have been done in civil defense if Congress had appropriated the money."

FRAME 49

Your interest picks up. "No, I didn't know about CDUSA," you reply, "but if it is an orientation to civil defense programs, wouldn't it be a good course for my secretary to take also?"

The Training Officer replies, "By all means. I will give you a printed sheet of instruction on enrollment procedures before you leave today. Really, CDUSA would be a good course for anybody in your city to take, if you can get him to enroll. It is a good course for: (Check the best response.)

_____1. civil defense personnel only."

_____2. city officials only."

_____3. the general public--everybody."

FRAME 50

The Operations Officer enters the conversation again. He tells the Training Officer that you had asked about the Staff College Catalog but that he had not yet explained what Staff College was. The Training Officer says that Staff College is an educational institution offering resident and correspondence courses for civil defense personnel.

"I have brought along a copy of their catalog for you," he says, "as well as descriptive material on the CDUEP courses. As far as attendance at Staff College is concerned, I guess not all States have the same policy. The policy in our State is that you may attend any of the courses at Staff College which you need, if they are not taught at our University. This is true, of course, providing the time and finances can be arranged and that you can meet the course prerequisites. This policy on attendance at Staff College applies not only to you, as a Civil Defense Coordinator, but to: (Check the best response.)

_____1. almost any person we might mention."

_____2. any of your citizens who have emergency assignments and need training."

_____3. people who don't really need civil defense training."

FRAME 51

The Training Officer suggests that you pay special attention to the description in the Staff College Catalog on the Civil Defense Career Development Program. He explains that this is a program intended specifically for local Civil Defense Coordinators. The courses in it are designed to help local Coordinators develop progressively in their jobs, in understanding, judgment, and performance. He feels that you, as a Civil Defense Coordinator, may: (Check the best response.)

_____1. doubt your importance, but you can be reassured by reading about the Career Development Program.

_____2. want to be able to talk impressively about the Career Development Program.

_____3. want to enroll in the Career Development Program eventually.

FRAME 52

The Training Officer then adds, "But there is another whole area of civil defense training which we haven't gone into very thoroughly. This area includes the many civil defense training courses for the general public. We did mention one, the home study course Civil Defense, U.S.A. But there are other courses which are designed for the general public. The difference is that these other courses are offered as: (Check the best response.)

_____1. extra luxury items."

_____2. nice to know but not essential information."

_____3. classroom instruction, rather than home study."

FRAME 53

"Let me explain in this connection," the Training Officer continues, "that in our State we are fortunate to have a statewide public education program, the Civil Defense Education Program. Not all States have it, but we do. Several courses are offered under this program. Since we were talking about civil defense education for the general public, let me emphasize one course in the Civil Defense Education Program which is just that. It is called Personal and Family Survival. This survival course is twelve hours long and it teaches adults how to: (Check the best response.)

_____1. be interested in personal things."

_____2. improve their protection against the effects of a nuclear attack."

_____3. sit for twelve hours in a classroom and listen to a subject being discussed."

FRAME 54

The Training Officer concludes his remarks on civil defense training and education by saying, "There are other organizations which we have not named specifically which offer public education courses that are related to civil defense and survival. We will be giving you more information on these courses as soon as you are ready for it. The courses include: Medical Self-Help, First Aid, and Care of the Sick and Injured. They are especially designed to: (Check the best response.)

_____1. favorably impress the general public with the way that civil defense is managed."

_____2. develop the emergency skills of all citizens who take them."

_____3. use up excess public funds in a constructive way."

FRAME 55

As you prepare to end your visit with these two helpful men at the State Civil Defense Office, you smile and say, "Please indulge me in the habit for review which I have acquired. Now on this whole subject of the help which I can receive from training and education, we have said there are several sources from which civil defense courses are available. The ones we mentioned are: (Check ALL correct responses. THERE ARE SEVERAL.)

_____1. Civil Defense University Extension Program.

_____2. Office of Civil Defense Staff College resident courses.

_____3. George Washington University resident courses.

_____4. Civil Defense Education Program.

_____5. Staff College Home Study Courses.

_____6. Community College Civil Defense Courses.

_____7. other sources offering public education courses which are related to civil defense and survival.

FRAME 56

You continue your review: "And we have also said that different training and education for civil defense is offered for different types of people. That means, as I understand it, that a course should be selected in each case which meets the needs of the individual being trained. The courses selected will vary, then, from situation to situation. However, we have mentioned at least the following categories of people as being the ones for whom certain courses are specifically designed: (Check the correct responses.)

_____1. the general public.
_____2. Civil Defense Coordinators.
_____3. doctors.
_____4. mayors.
_____5. people with emergency operations positions.

END OF UNIT V

UNIT V--BEST RESPONSES

FRAME/RESPONSE	
1.	3
2.	2
3.	2
4.	1
5.	2
6.	1
7.	3
8.	1
9.	1
10.	2
11.	3
12.	3
13.	2
14.	1
15.	2
16.	2
17.	2
18.	1
	3
	4
	5
	8
(cont'd)	
	9
19.	4
	5
	1
	2
	3
	6
(in that order)	
20.	2
21.	3
22.	2
23.	2
24.	3
25.	2
26.	1
27.	2
28.	2
29.	1
30.	1
31.	3
32.	1
(cont'd)	
	2
	3
	4
	6
	7
	8
33.	1
	3
	4
34.	1
	2
	3
	4
	6
35.	2
36.	1
37.	3
38.	2
39.	2
40.	3
41.	3
42.	1
43.	2
44.	3
45.	1
46.	3
47.	1
48.	1
49.	3
50.	2
51.	3
52.	3
53.	2
54.	2
55.	1
	2
	4
	5
	7
56.	1
	2
	5

THE CIVIL DEFENSE DIRECTOR/COORDINATOR:
AN ORIENTATION TO THE POSITION

UNIT V TEST

TEST TYPE: Multiple Choice

NUMBER OF QUESTIONS: 10

VALUE OF EACH QUESTION: 10 points

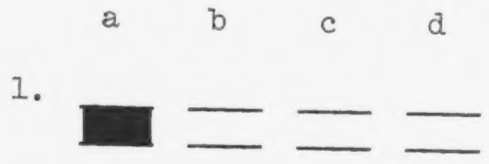
DIRECTIONS:

1. Locate your student number on the cover of this textbook.

2. Select an answer card from those included in your instructional materials and enter your name, address, zip code, STUDENT NUMBER and UNIT NUMBER in the spaces provided on the card.

3. Each test question is followed by four possible responses. The questions are designed so that more than one of the four possible responses may appear to be correct. However, in each question there is one response which is better than the other three. Select the one (only ONE) which best answers the question. Make your selection on the basis of information given in Unit V, not on the basis of your local situation.

4. Mark the answer you have selected on the answer card, using a soft lead pencil. Make a heavy mark completely covering the space between the lines of the answer you select. For example, if your answer for the first question were "a," you would mark the answer card as follows:



5. Mail the completed answer card; it is self-addressed and postage paid.

1. You need another person to fill a communications position in your city's emergency operating center. Which of the sources below would most likely be your best source of help in locating a suitable person for the job?

   a. State Civil Defense Office.

   b. Chief Executive of your city.

   c. Local head of RACES.

   d. Pastor of the city's largest church.

2. In your city government the health and welfare functions are combined in one department, but the staff is small. The department head says that auxiliary people will be needed to help with the emergency functions the department has of manning feeding, first aid, and housing positions. When it comes to securing help for the department, you ask the:

   a. Red Cross to help fill the positions.

   b. State Civil Defense Office for its recommendations on what you should do.

   c. department head what community groups could best help him with the jobs.

   d. local Medical Society to help locate suitable auxiliary and medical personnel.

3. Your city government is beginning the planning for an emergency operating center (EOC). Neither you nor any of the government officials is sure what protection factor, layout, or equipment an EOC should have. You decide your best source of help would be:

   a. a local architectural firm with experience in building designs including fallout shelters.

   b. the local Builders Association which has experience in building some of the best public fallout shelters in your community.

   c. the State Civil Defense Office.

   d. the Civil Defense Coordinator of an adjacent jurisdiction.

4. You decide to enroll in Civil Defense, U.S.A. This course will come to you from the:

   a. Civil Defense University Extension Program.

   b. Civil Defense Education Program.

   c. State Civil Defense Office.

   d. Office of Civil Defense Staff College.

5. One of your local citizens asks if you have anything he can read to get some idea of what civil defense is all about. The action you take is to:

   a. give him the OCD Annual Report.

   b. suggest that he enroll in Civil Defense, U.S.A.

   c. ask him to attend a shelter management course the next week.

   d. ask the State Civil Defense Office what to give him.

6. During a visit with your State Area Coordinator, he tells you that the OCD Regional Office wants each local jurisdiction to run a survey of the communications equipment which is available in its community. You very much want help on this from your Regional Field Officer. The action you take is to:

   a. telephone the Regional Field Officer and ask him to assist.

   b. write an invitation, for your Chief Executive's signature, asking the Regional Field Officer to assist.

   c. ask your Chief Executive to call the Regional Office for assistance.

   d. ask the State Area Coordinator to ask the Regional Field Officer to assist you.

7. During a conversation with a local builder, the subject of "slanting techniques" comes up. He asks you whether there is anything he can read on the subject. Your first action in finding out is to:

   a. check an OCD publication which lists printed materials.

   b. check with the OCD Printing and Publications Office.

   c. ask the State Civil Defense Office.

   d. ask the Civil Defense Coordinator of an adjacent jurisdiction.

8. You have published instructions in your local paper on what citizens should do in case a warning is sounded of an impending nuclear attack or natural disaster. Suppose you had only one more action you could take to assure that people will take the time to study the instructions and be prepared to follow them in an emergency. The one action of those below which would probably get the best results would be to:

   a. ask the Chief Executive and other local government officials to publicize the instructions to all city employees.

   b. contact local pastors and ask them to encourage their church members to cooperate.

   c. contact teachers throughout the public school system and ask them to give special evening briefings.

   d. ask the heads of the city's service clubs to publicize the instructions at their weekly meetings.

9. The position which you fill is considered to be one of strategic importance to your community. This is mainly true because you:

   a. are able to see the total emergency operations picture of a community.

   b. are an expert in unique areas in which you give advice and assistance to the community.

   c. influence more aspects of community life than any other individual in the community.

   d. bring together all the resources of a community into a total emergency capability.

10. In effectively doing your job as Civil Defense Coordinator, you have learned in this course that you must:

   a. do the work yourself, if you want to get it done and obtain and hold the respect of the community.

   b. obtain the help of others, if the job is to get done in a way which the community will respect.

   c. win the respect of the community by demonstrating that you are more expert than others in emergency operations.

   d. make a maximum number of public appearances, because that is the best way to publicize emergency operations.

APPENDIX 1

DRAFT: SAMPLE LOCAL CIVIL DEFENSE ORDINANCE

The City of ____________________________ ordains:[1]

ARTICLE 1 - OFFICE OF CIVIL DEFENSE

Section (_____). Short Title.

This Ordinance shall be known and may be cited and referred to as the "Civil Defense Ordinance of the City of _________________________."

Section (_____). Intent and Purpose.

(1) It is the intent and purpose of this Ordinance to establish an office that will insure the complete and efficient utilization of all of the City's facilities to combat disaster resulting from enemy actions or other disasters as defined herein.

(2) The ____________________ Office of Civil Defense will be the coordinating agency for all activity in connection with civil defense; it will be the instrument through which the City Manager may exercise the authority and discharge the responsibilities vested in him in Act_____, State of ____________ Public Acts of _____, as amended, Section _____ of the City Charter, as amended, and this Ordinance.

(3) This Ordinance will not relieve any City Department of the moral responsibilities or authority given to it in the City Charter or by local Ordinance, nor will it adversely affect the work of any volunteer agency organized for relief in disaster emergencies

Section (_____). Definitions.

(1) The following definitions shall apply in the interpretation of this Article:

(a) "Civil Defense" in its broad meaning is to carry out the basic government functions of maintaining the public peace, health and safety during an emergency. This shall include plans and preparations for protection from, and relief, recovery and rehabilitation from, the effects of an attack on the City by the forces of an enemy nation or the agents thereof, and it shall also include such activity in connection with disaster as defined herein. It shall not, however, include any activity that is the primary responsibility of the military forces of the United States.

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[1] This copy of a draft ordinance under consideration by one city is presented here, with permission, only as an example of one city's action. Any material used from this draft will need to be adapted to your own local situation, in accordance with your State Civil Defense Law.

(b) "Attack" shall mean a direct or indirect assault against the City of _________________________, its government, its environs, or of the nation, by the forces of a hostile nation or the agents thereof, including assault by bombing, radiological, chemical or biological warfare, or sabotage.

(c) "Disaster" includes but is not limited to actual or threatened enemy attack, sabotage, extraordinary fire, flood, storm, epidemic or other impending or actual calamity endangering or threatening to endanger health, life or property or constituted government.

(d) "Civil Defense Forces" shall mean the employees, equipment and facilities of all City departments, boards, institutions and commissions; and, in addition, it shall include all volunteer personnel, equipment and facilities contributed by, or obtained from, volunteer persons or agencies.

(e) "Volunteer" shall mean contributing a service, equipment or facilities to the civil defense organization without remuneration.

(f) "Civil Defense Volunteer" shall mean any person duly registered, identified and appointed by the Coordinator of the Office of Civil Defense and assigned to participate in the civil defense activity.

(g) "Director" shall mean the City Manager or his designated alternate duly appointed in accordance with Section _____ of the City Charter.

(h) "Coordinator" shall mean the Coordinator of the _____________________________ Office of Civil Defense, appointed as prescribed in this Ordinance.

(i) "Regulations" shall include plans, programs and other emergency procedures deemed essential to civil defense.

Section (_____). Organization and Appointments.

(1) The City Manager is hereby authorized and directed to create an organization for civil defense utilizing to the fullest extent the existing agencies within this City. The City Manager, as executive head of the municipal government, shall be the Director of the civil defense forces of this City and shall be responsible for their

organization, administration and operations.

(2) The organization shall consist of the following:

(a) An Office of Civil Defense within the executive department of the city government and under the direction of the City Manager. There shall be an executive head of the Office of Civil Defense, who shall be known as the Coordinator of the Office of Civil Defense, and such assistants and other employees as are deemed necessary for the proper functioning of the organization. On some occasions the Coordinator may be referred to as the Director, Office of Civil Defense.

(b) The employees, equipment and facilities of all City departments, boards, institutions and commissions, will participate in the civil defense activity. Duties assigned to a City department shall be the same or similar to the normal duties of the department.

(c) Volunteer persons and agencies offering service to, and accepted by, the city.

(3) The Civil Defense Director (City Manager) shall appoint Coordinator of the __________________________ Office of Civil Defense who shall be a person well versed and trained in planning operations involving the activities of many different agencies which will operate to protect the public health, safety and welfare in the event of danger from enemy action or disaster as defined in this Ordinance.

(4) The Civil Defense Director shall designate and appoint Deputy Directors to assume the emergency duties of the Director in the event of his absence or inability to act. (This designation to be compatible with the provisions of Section _____ of the City Charter. The intent being that there will always and at all times be a City Manager/Civil Defense Director in charge in the City).

Section ( ). Emergency Powers and Duties.

(1) The City Manager

(a) The Civil Defense Director may exercise the emergency power and authority necessary to fulfill his general powers and duties as defined in Section _____ of the City Charter. The judgment of the Civil Defense Director shall be the sole criteria necessary to invoke emergency powers provided in the City Charter, the Ordinance Code and other appropriate authorities. The City Commission may convene to perform its legislative and administrative powers as the situation demands, and shall receive reports relative to civil defense activities. Nothing in this Ordinance shall be construed as abridging or curtailing the powers or restrictions of the City Commission as defined in Chapter _____ of the City Charter.

(b) During any period when disaster threatens or when the City has been struck by disaster, within the definition of this Ordinance, the City Manager may promulgate such regulations as he deems necessary to protect life and property and perserve critical resources. Such regulations may include, but shall not be limited to, the following:

1 Regulations prohibiting or restricting the movement of vehicles in order to facilitate the work of civil defense forces, or to facilitate the mass movement of persons from critical areas within or without the City.

2 Regulations pertaining to the movement of persons from areas deemed to be hazardous or vulnerable to disaster.

3 Such other regulations necessary to preserve public peace, health and safety.

4 Regulations promulgated in accordance with the authority above will be given widespread circulation by proclamations published and uttered by newspaper and radio. These regulations will have the force of Ordinance when duly filed with the City Clerk and violations will be subject to the penalties provided in Section _____ of the City Charter.

(c) The Civil Defense Director shall order civil defense forces to the aid of other communities when required in accordance with the statutes of the state, and he may request the state, or a political sub-division of the state, to send aid to the City of ______________________________ in case of disaster when conditions in the City are beyond the control of the local civil defense forces.

(d) Civil Defense Director may obtain vital supplies, equipment and other properties found lacking and needed for the protection of health, life and property of the people, and bind the City for the fair value thereof.

(e) Civil Defense Director may require emergency services of any City officer or employees. If regular City forces are determined inadequate, the Director may require the services of such other personnel as he can obtain that are available, including citizen volunteers. All duly authorized persons rendering emergency services shall be entitled to the privileges and immunities as are provided by state law, the City Charter and Ordinances for regular City employees and other registered and identified civil defense and disaster workers and, upon demand, may receive appropriate compensation for their emergency employment.

(f) The Civil Defense Director will cause to be prepared the Basic Plan herein referred to and to exercise his ordinary powers as

City Manager, all of the special powers conferred upon him by the City Charter and the Ordinance Code of the City of _______________, all powers conferred upon him by any statute, or any other lawful authority.

(2) Coordinator of the Office of Civil Defense

(a) The Coordinator of the Office of Civil Defense shall be responsible to the Director in regard to all phases of the civil defense activity. Under the supervision of the Director, he shall be responsible for the planning, coordination and operation of the civil defense activity in the City. Under the supervision of the Director, he shall maintain liaison with the state and federal authorities and the authorities of other nearby political subdivisions as to insure the most effective operation of the civil defense plan. His duties shall include, but not be limited to, the following:

1 Coordinating the recruitment of volunteer personnel and agencies to augment the personnel and facilities of the City for civil defense purposes.

2 Development and coordination of plans for the immediate use of all of the facilities, equipment, manpower and other resources of the City for the purpose of minimizing or preventing damage to persons and property; and protecting and restoring to usefulness governmental services and public utilities necessary for the public health, safety and welfare.

3 Negotiating and concluding agreements with owners or persons in control of buildings or other property for the use of such buildings or other property for the civil defense purposes and designating suitable buildings as public shelters.

4 Through public informational programs, educating the civilian population as to actions necessary and required for the protection of their persons and property in case of enemy attack, or disaster, as defined herein, either impending or present.

5 Conducting public practice alerts to insure the efficient operation of the civil defense forces and to familiarize residents with civil defense regulations, procedures and operations.

6 Coordinating the activity of all other public and private agencies engaged in any civil defense activity.

7 Assuming such authority and conducting such activity as the Director may direct to promote and execute the civil defense plan.

Section (   ). Civil Defense and Disaster Basic Plan.

(1) A comprehensive civil defense and disaster Basic Plan shall be adopted and maintained by resolution of the Commission upon the recommendations of the City Manager. In the preparation of this Plan as it pertains to City organization, it is the intent that the services, equipment, facilities and personnel of all existing departments and agencies shall be utilized to the fullest extent. When approved, it shall be the duty of all municipal departments and agencies to perform the functions assigned by the Plan and to maintain their portion of the Plan in a current state of readiness at all times. The Basic Plan shall be considered supplementary to this Chapter and have the effect of law whenever a disaster, as defined in this Chapter, has been proclaimed.

(2) The Director shall prescribe in the Basic Plan those positions within the disaster organization, in addition to his own, for which lines of succession are necessary. In each instance, the responsible person will designate and keep on file with the Director a current list of 3 persons as successors to his position. The list will be in order of succession and will as nearly as possible designate persons best capable of carrying out all assigned duties and functions.

(3) Each service chief and department head assigned responsibility in the Basic Plan shall be responsible for carrying out all duties and functions assigned therein. Duties will include the organization and training of assigned city employees and volunteers. Each chief shall formulate the operational plan for his service which, when approved, shall be an annex to and a part of the Basic Plan.

(4) Amendments to the Basic Plan shall be submitted to the City Manager. If approved, the Director (City Manager) will submit the amendments to the City Commission with his recommendations for their approval. Such amendments shall take effect 30 days from the date of approval unless action is taken by the Commission disapproving the Director's submission. In the event an amendment is pending at the time that a disaster is proclaimed under provisions of this Chapter, the amendment will be considered approved immediately and will remain effective unless specifically revoked by the Commission.

(5) When a required competency or skill for a disaster function is not available within the city government, the Director is authorized to seek assistance from persons outside of government. The assignment of duties, when of a supervisory nature, shall also grant authority for the persons so assigned to carry out such duties prior to, during, and after the occurrence of a disaster. Such services from persons outside of government may be accepted by the City on a volunteer basis. Such citizens shall be enrolled as civil defense volunteers in cooperation with the heads of City departments affected.

(6) Some of the duties ascribed to the Director in this section will ordinarily be handled as a matter of routine by the Coordinator, but the responsibility and authority stem from and remain with the Director.

Section (____). No Municipal or Private Liability.

(1) This Ordinance is an exercise by the City of its governmental functions for the protection of the public peace, health, and safety, and neither the City nor agents and representatives of said City, or any individual, receiver, firm, partnership, corporation, association, or trustee, or any of the agents thereof, in good faith carrying out, complying with or attempting to comply with any order, rule or regulation promulgated pursuant to the provisions of this Ordinance, shall be liable for any damage sustained to persons or property as the result of said activity.

(2) Any person owning or controlling real estate or other premises who voluntarily and without compensation grants the City the right to inspect, designate and use the whole or any part or parts of such real estate or premises for the purpose of sheltering persons during an actual, impending or practice enemy attack shall not be civilly liable for the death of, or injury to, any persons on or about such real estate or premises under such license, privilege or other permission, or for loss of, or damage to, the property of such person.

Section (____). Violation of Regulations.

It shall be unlawful for any person to violate any of the provisions of this Ordinance or of the regulations or plans issued pursuant to the authority contained herein, or to willfully obstruct, hinder or delay any member of the civil defense organization as herein defined in the enforcement of the provisions of this Ordinance or any regulation or plan issued thereunder.

Section (____). Penalty.

Any person, firm or corporation violating any provision of this Ordinance, or any rule or regulation promulgated thereunder, upon conviction thereof, shall be punished by a fine of not more than ____________________ Dollars, and costs of prosecution, or imprisonment in the ____________________ County Jail for a period of not more than ninety (90) days, or both such fine and imprisonment, in the discretion of the court.

Section (____). Severability.

Should any provision of this Ordinance be declared invalid for any reason, such declaration shall not affect the validity of other provisions, or of this Ordinance, as a whole, it being the legislative intent that the provisions of this Ordinance shall be severable and remain valid notwithstanding such declaration.

Section (____). Conflicting Ordinances, Orders, Rules and Regulations Suspended.

At all times when the orders, rules and regulations made and promulgated pursuant to this Article shall be in effect, they shall supersede all existing ordinances, orders, rules and regulations insofar as the latter may be inconsistent therewith.

Section (____). Effective Date.

This Ordinance shall take effect on the ________day of ________, ____, in accordance with the provisions of Section ________ of the City Charter.

APPENDIX 2

SAMPLE JOB DESCRIPTION:

LOCAL CIVIL DEFENSE COORDINATOR

GENERAL

"Civil Defense" is not a separate function set apart from the normal responsibilities of government. On the contrary, civil defense operations occur whenever a local government responds to any massive emergency--such as a tornado, hurricane, flood, or other natural disaster; or a major industrial accident--and similar civil defense operations would be needed in case of nuclear attack.

The chief executive of local government (the mayor, city manager, chairman of the county board, etc.) is by law in charge or in command during an emergency. His sheriff or chief of police, fire chief, and other department heads command the operations of their forces during major emergencies. The regular forces of government may need some special training for operations during emergencies, such as in the use of special instruments to detect and monitor fallout radiation, and may need some auxiliary personnel to assist regular forces. But the forces responsible for emergency operations are the normal forces of government.

The Civil Defense Coordinator usually serves during emergencies as the chief of staff for the chief executive. His normal daily role is to act on behalf of the chief executive to build local readiness for operations in both peacetime and wartime emergencies. This includes taking the lead in community-wide emergency preparations, such as development of local government emergency plans and an Emergency Operating Center (a protected site from which key local officials can control emergency operations), including staffing of the Emergency Operating Center; assistance to police, fire, and other departments with radiological defense and other training needs; plus other work needed for emergency readiness, such as developing a warning system, preparing public fallout shelters for use if needed, and arranging for involvement of private sector manpower and resources in the operation of emergency government.

The local chief executive is *responsible* for all emergency preparations; this responsibility cannot be delegated. However, the Civil Defense Coordinator should be delegated the real *authority* he needs to develop emergency readiness as he works with the heads of key departments (police, fire, health, etc.) who have responsibilities in emergencies.

OVERALL FUNCTIONS, CIVIL DEFENSE COORDINATOR

The Civil Defense Coordinator, for and on behalf of the local chief executive, coordinates planning and organization for the use of all public and private resources available to local government--manpower, supplies, skills, equipment, etc.--to provide the capability of dealing with the effects of peacetime and wartime disasters.

ADVISORY AND COORDINATING FUNCTIONS

The Civil Defense Coordinator:

Acts as principal advisor to the chief executive on matters relating to policy, procedures, and organization of local government in an emergency, and performs other technical or administrative duties related to the civil defense program as directed by the chief executive.

Acting for and on behalf of the chief executive, plans, organizes, and coordinates the civil defense activities of those operating departments and agencies of local government (e.g., fire, police, welfare, public works, health, etc.) which are responsible for carrying out civil defense operations in an emergency.

Prepares and/or assists in the preparation of civil defense budgets for the civil defense agency and/or operating departments and agencies of government having emergency and supporting functions; prepares and submits justifications for funds used in the procurement of civil defense facilities, materials, services, and equipment (e.g., construction of Emergency Operating Center facilities, purchases of additional emergency communications equipment, acquisition and maintenance of radiological instruments, etc.); and

Prepares and maintains as necessary reports and records on the civil defense activities of local government.

ORGANIZATION AND PLANNING FUNCTIONS

The Civil Defense Coordinator:

Prepares or assists in preparation of the Community Shelter Plan (CSP), in accordance with State and Federal guidance, providing for the utilization of locally available fallout protection; coordinates civil defense plans and activities of local government departments having responsibility for movement to shelter, shelter fire protection, shelter management, emergence from shelter, etc.

Develops for the chief executive necessary planning directives for the operating departments and agencies of government and assists in coordinating and integrating all emergency government operations.

Under the general direction of the chief executive, provides leadership to the local government departments and agencies in the development of plans for the use of all available manpower, facilities, and equipment during an emergency; and enlists the assistance of those resources available from the private sector (e.g., hospitals, public service companies, private welfare institutions, etc.).

This includes development of the local government's Emergency Plan, with all necessary parts or annexa, covering government responsibilities and organization for all types of emergencies (e.g., natural disasters; periods of international crisis; nuclear attack disasters; and, if desired, civil disorders).

Determines, in consultation with local government department heads, annual or semiannual achievement goals, and measures and analyzes progress made in the improvement of the emergency operations capability of local government (such as reflected in the local government civil defense Program Paper); and periodically reviews present policy for the chief executive, identifying changes required to meet specific local goals (e.g., whether present monies and/or manpower are sufficient to achieve the emergency capability needed by government).

DIRECTION AND CONTROL FUNCTIONS

The Civil Defense Coordinator:

Develops procedures and arrangements for the chief executive, and key executives of operating departments of local government to make rapid and coordinated decisions in an emergency, including:

(1) The establishment of a local Emergency Operating Center (EOC) facility, with necessary fallout protection, operating space, emergency communications, emergency power, etc., for the centralized direction of emergency operations; assignment and training of staffs from all

departments with emergency functions; and development of internal EOC operating procedures;

(2) The coordination of local disaster operations with higher and adjacent levels of government as may be specified in State emergency plans and directives;

(3) The establishment of intelligence and information systems to collect and disseminate disaster information essential to emergency government operations (e.g., disaster damage information), as well as to the welfare of the general public (e.g., radiological hazard warnings); and,

(4) The establishment and operation of a local warning and alerting system in accord with State and Federal plans and directives, for both the general public and the executive and operating personnel of government.

During an emergency period, acts as chief of staff or principal advisor to the chief executive on local government emergency operations, including the execution of (1) appropriate Increased Readiness measures should an international crisis occur; (2) such emergency and supporting operations, plans, and procedures as are appropriate in an emergency; and (3) necessary coordination among the operating departments of government (and higher and adjacent governments).

TRAINING AND EDUCATION FUNCTIONS

The Civil Defense Coordinator shall coordinate, prepare, and execute local government programs which involve:

The training and education of individual citizens and of business, industry, and private organizations in individual and collective survival in an emergency;

The training of government employees in emergency operations procedures to complement their peacetime skills; augmenting existing government skills and services with specific and technical training (e.g., radiological monitoring for police and firemen); augmenting existing government forces with trained reserve forces (e.g., "auxiliary" police training under the local police department).

The development of regular tests and exercises of emergency government operations plans and procedures to assist the chief executive and department heads in preparing for their roles in disaster operations.

FACILITIES AND EQUIPMENT FUNCTIONS

The Civil Defense Coordinator:

Negotiates licenses with building owners for the use of public fallout shelter space identified in the jurisdiction; plans for the utilization of such fallout protection in the local Community Shelter Plan, including marking public shelter facilities;

Determines the adequacy of fallout shelter facilities and (as necessary)augments existing resources within the facilities:

(1) procures and places within the facilities essential survival stocks and equipment (e.g., food stocks, water containers, health and sanitation supplies, radiological instruments); and

(2) Augments stocks and equipment provided by the National Fallout Shelter Program with locally procured items (e.g., blankets, cots, etc.); and

Ascertains the adequacy of existing government facilities and equipment needed for emergency government operations; if necessary, arranges for the procurement of new or surplus equipment (in accordance with State and Federal regulations) to augment and complement this inventory; and develops and coordinates plans for the use, replacement and/or restoration of essential public and private facilities and equipment in an emergency.

APPENDIX 3

SUGGESTIONS FOR
LOCAL EMERGENCY COUNCIL[1]

I. Rationale

The rationale for the establishment and maintenance of a Local Emergency Council is found in three basic premises:

a. Local government must accept the responsibility dictated by statute and by common understanding; it is responsible for the health and welfare of its citizens in all situations.

b. Local government alone does not own or control the resources necessary to cope with disaster situations of significant magnitude.

c. A coordinated effort, using the resources of both the public and private sectors of the community, can insure the best use of men, money and materials to meet disaster needs.

II. Government Responsibility

It can be assumed that the mayor of a city, aware of the confidence expressed by those who elected him as the chief officer of the community, will concern himself with the day-to-day operation of city government so as to provide the greatest good to the greatest number of the people. There is need, however, to give consideration to sudden and catastrophic occurrences which call for the employment of emergency measures and resources.

[1] This material, prepared by OCD Region SIX, is an example of one way in which an Emergency Council could be set up and function. The material will have to be adapted to meet the emergency needs of your own particular jurisdiction. You may want your Council to consist of only influential citizens from the private sector, or you may want it to be a combination of representatives of government and private organizations or groups. Likewise, you must decide in your own jurisdiction exactly what you want the function of the Council to be.

Regardless of how your jurisdiction's Council is finally organized, it is essential that there be complete understanding and agreement on the part of all responsible public officials in your jurisdiction that the Council members are the representatives of such officials in any planning activities. In an actual disaster operation, responsibility for action is that of the appropriate official and cannot be delegated.

Responsible public officials recognize that disaster situations cause disruption of normal services to the people of a stricken area and bring about the need to provide special relief measures for such affected groups.

Local government, therefore, has the responsibility for the preparation of plans adequate to meet a variety of disaster needs, the establishment of guidelines for the effective integration of all government services and departments in disaster operation, and the coordination of all community resources, public and private, which can contribute to a comprehensive relief operation.

III. Resource Availability

The resources of personnel and of the material owned, operated and controlled by local government are usually small when compared to the same resources available in the total community. With comprehensive planning, the involvement of private sector resources to meet disaster needs can increase the capability of a community many times that which is possible with official and public resources alone.

IV. Community-wide Involvement

> "There is abundant evidence from studies, observation and experience over the years that the early involvement in a meaningful way of those whose support is necessary to an undertaking provides the greatest assurance of its ultimate success. Stated another way, people support what they help create."

The above quotation from the Department of Defense publication H-11-B, Committees for Community Shelter Planning, points up one of the salient facts of community action. Participation in the planning for community effort often results in personal commitment to the purposes of the planning. Such commitment is highly desirable in any community enterprise such as disaster relief.

V. Responsibilities of a Local Emergency Council

The Council should assume responsibility for the preparation of an Emergency Operations Plan, commensurate to the disaster hazards and the resources available to meet them, for the political subdivision involved in the Plan. As a group sensitive to disaster possibilities, the Council should be sure that comprehensive planning is done, that all available resources are considered, and that there is public understanding of the Plan.

A second function, and a very important one, is to serve as an operations group, to carry out the emergency plans agreed upon, during a disaster emergency. Council members who have official responsibilities would, of course, be in charge of their official groups: police, fire, health services, public works, etc. Members who are representatives of non-official groups would serve as liaison personnel to secure the help needed from the agencies and groups represented on the Council, and from the community at large.

In serving the double function as a planning group and an operations group the Council becomes the primary resource of local government in its job of dealing with disaster or emergency situations. It serves as the Policy Advisory Committee for a Community Shelter Plan; it becomes a policy committee in cases of civil disturbance; it serves as a sounding board for citizen participation in all matters relating to emergency planning; and it provides continuing liaison with official and non-official departments and agencies in the community which have a capability useful in meeting needs caused by disaster.

VI. Membership of the Council

Because of the obvious differences in size and complexity, each community must determine the size of its Council and the representation necessary to make it adequate to perform its functions.

Membership comes by appointment by the mayor and members serve at his discretion. Additional members should be appointed as the occasion demands.

Suggested membership:

1. Mayor or City Manager--Chairman of the Council.
2. City Attorney--to assure legality of Council action.
3. City Fiscal Officer--to assure fiscal adequacy and budget information.
4. City Engineer--for information in planning and operation.
5. City Health Officer--responsible for all health activities.
6. Chief of Police Department--planning and operations.
7. Chief of Fire Department--planning and operations.
8. Public Works Officer--official responsibility and liaison with utility and service companies.

9. Public Welfare Officer--official responsibility and liaison with community welfare agencies and groups.

10. Superintendent of Schools--official responsibility and liaison with all educational agencies and groups.

11. Civil Defense Coordinator--serves as executive officer to the mayor and secretary of the Council.

12. Representative of the Public Information Media--most important for interpretation to the public of the Council's actions in planning and operations.

13. Representative of Chamber of Commerce--to provide liaison with the business interests of the community.

14. Representative of Industry--to provide liaison with the industrial groups and to provide resources in disaster operations.

15. Representative of Labor--(where labor groups are an entity in the community) for liaison, interpretation of actions, and for labor resources.

16. Representative of Church Groups--to provide liaison with religious community and operational resources.

17. Representative from Red Cross--to provide information and volunteer resources for operations.

18. Representative from Minority Groups--important to the interpretation of planning and operations.

Other potential members who could provide liaison and operational resources might include: representatives from neighborhood or ethnic groups; members of service clubs, women's groups and organizations; representatives from a local college or university; community-oriented citizens from civic, fraternal and veterans groups, and from the public at large.

Members serve without compensation, on the same basis as do other public service boards and committees.

VII. Authority of the Council

The Council should be established by official action of local government, but, in itself, has no legal authority except that which may be delegated by the mayor. It is advisory in nature, in planning and in operations; its official members operate within their own spheres of authority.

VIII. Resume

Careful choice of Council membership; adequate interpretation to the membership of their responsibilities and duties; wise use of the members' time and capabilities; and effective leadership in the use of the Council can assure a most valuable tool of local government in meeting the needs of the community in emergency situations.

APPENDIX 4

OCD CAREER DEVELOPMENT PROGRAM FOR LOCAL CIVIL DEFENSE DIRECTORS/COORDINATORS
PROGRAM ENROLLMENT APPLICATION

(Submit in duplicate.)
(See FCDG, Part F, Chap. 2, Appen. 2, for detailed information.)

1. NAME *(Please type or print)*

DATE OF APPLICATION

2. POSITION OR TITLE

3. ADDRESS *(Street, City, State and ZIP Code)*

4. QUALIFICATION FOR ENROLLMENT *(check applicable statement)*:

a. ☐ I HAVE BEEN A LOCAL CD DIRECTOR/COORDINATOR OF RECORD FOR ______ YEARS.
b. ☐ I AM DEPUTY TO A LOCAL CD DIRECTOR/COORDINATOR OF RECORD.
c. ☐ I AM A PROFESSIONAL MEMBER OF THE ____________________ STATE CD STAFF.
d. ☐ I AM AN INSTRUCTOR IN A TRAINING PROGRAM SUBJECT TO OCD CONTRACT OR WORK ORDER.
e. ☐ I AM OVER 21 YEARS OF AGE, AND WOULD LIKE TO BECOME A LOCAL CD DIRECTOR/ COORDINATOR. *(Enrollee using this qualification is responsible for securing signatures in items 7 and 8.)*

5. INDICATE YOUR PREVIOUS CIVIL DEFENSE INSTRUCTION BY FILLING OUT THE FOLLOWING TABLE:

COURSE	OFFERED BY	WHERE GIVEN	WHEN COMPLETED
THE CD DIRECTOR/COORDINATOR	OCD	XXX	
CIVIL DEFENSE, U.S.A.	OCD	XXX	
CIVIL DEFENSE MANAGEMENT			
PLANS AND OPERATIONS I			

6. INDICATE HOW YOU WISH TO ENTER PROGRAM *(check one)*:

☐ THE CIVIL DEFENSE DIRECTOR/COORDINATOR *(home study course)*
☐ CIVIL DEFENSE, U.S.A. *(home study course)*
☐ CAREER COURSE I, THE JOB OF THE COORDINATOR *(resident course)* 1/
☐ CAREER COURSE II, THE WORK ENVIRONMENT OF THE COORDINATOR *(resident course)* 1/

6a. I AM QUALIFIED TO ENTER AT INDICATED LEVEL BY *(check one)*:

☐ COMPLETION OF PREREQUISITE COURSES
☐ ______ YEARS OF TENURE IN MY POSITION

6b. ☐ PLEASE SEND ME APPROPRIATE OCD TEST. I WISH TO QUALIFY FOR ENROLLMENT.

1/ *Course given at OCD Staff College, Battle Creek, Mich.*

NOTE: Items 7 and 8 must be completed if qualification 4.e, above, is used.

7. ENROLLEE NOMINATED BY:

LOCAL CD DIRECTOR OF RECORD	OFFICIAL POSITION
ADDRESS *(Include ZIP Code)*	DATE

8. NOMINATION ENDORSED BY:

STATE CD DIRECTOR	STATE	DATE

9. SEND COMPLETED ENROLLMENT FORM TO:

Director, CD Career Program, OCD Staff College, Battle Creek, Mich. 49016

OCD Form 436, Apr 70

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